

World News

UN includes Khmer Rouge in Cambodia proposals

The UN General Assembly voted overwhelmingly for a resolution calling for an interim administration in Cambodia which includes the Khmer Rouge to replace the current Vietnamese-installed government.

Many delegates said they rejected any bid by the Khmer Rouge to regain power in Cambodia in a political settlement following Vietnamese troop withdrawals, underlining the contradictions which have plagued debate about Cambodia's future.

Brazil counts votes
The battle for the opportunity to compete in the decisive second round of Brazil's presidential election on December 17 was still undecided as an incomplete count showed two left-wingers running neck and neck. Page 26

SA to open beaches
South African President F W de Klerk announced plans to end segregation of recreational facilities with all beaches to be desegregated immediately. Page 5

Bridge to reopen
The San Francisco-Oakland Bay Bridge is to reopen tomorrow a month after its upper span was snarped by the earthquake that hit the San Francisco Bay Area. Page 6

JVP 'defeated'
Sri Lanka claimed that arrests and killings of rebel leaders had broken the back of the left-wing Sinhalese People's Liberation Front (JVP) guerrilla movement trying to topple the government. Page 4

Priest killed
The director of the Central American University in El Salvador, Father Ignacio Ellacuria, was killed along with five other Jesuit priests by a military death squad. Page 6

EC energy deal
France and W Germany reached outline agreement on energy policies, overcoming key differences blocking EC attempts to create a common energy market. Page 2

Chinese output blow
China's industrial output plunged in October for what is possibly the first fall in 10 years and Western analysts say the government is risking further unrest with its economic austerity programme.

Gandhi faces defeat
An opinion poll predicted defeat for Prime Minister Rajiv Gandhi's Congress Party as politicians entered the last days of campaigning for next week's Indian elections. Analysis and story, Page 4

Philippine bombings
Muslim rebels seized a southern Philippine town and exploded bombs in another, heightening tension ahead of a referendum on autonomy.

Hardliners sacked
Bulgaria's new party leader, Petar Mladenov, sacked four hardline Politburo members. Page 2

Dolors woe Tories
European Commission president Jacques Delors sought to ease concern that debate about future economic and monetary union could avert the EC from its goal of creating a broader free market area. Page 2, EMS, Page 26

MARKETS

STERLING
New York luncheon: DOLLAR
\$1.579
London: £1.522
\$1.578 (1.522)
DM1.62575 (0.8825)
SF1.257 (2.5675)
Y225.75 (227.25)
2 index 88.6 (86.7)
GOLD
New York: Comex Dec
\$322.7 (322.8)
London: \$353.25 (391.25)
N SHM GM (Argus)
Brent 15-day Jan
\$18.475 (18.4)
Chief price changes
yesterday: Page 27

Business Summary

US deficit narrows to lowest figure in five years

By George Graham in Paris

PRESIDENT François Mitterrand is expected to propose the creation of a joint development bank to help Eastern Europe at the meeting of European Community heads of government in Paris tomorrow evening.

French officials said last night that a proposal to set up a development bank to finance investments in countries such as Poland, Hungary and East

The US trade deficit narrowed sharply in September to \$7.9bn, the lowest figure for five years, while the August deficit, originally reported as \$10.2bn, was revised down to \$10.1bn.

Commerce Secretary Robert Mosbacher described the fall as "moderate" and "about in line with our forecasts of a \$110bn-\$115bn deficit for this year." Page 26

D-MARK Sterling fell below DM2.90 on the foreign exchanges as major currencies

Sterling

against the D-Mark (DM per £)
3.04
3.02
3.00
2.98
2.96
2.94
2.92
2.90
2.88

October 1989 Now

continued to lose ground to a strong D-Mark. Currencies, Page 45

INTERNATIONAL Business Machines said it had sold used computer equipment as new, and had misclassified some for export as American-made, in filling some government contracts in recent years. Page 26

AUSTRIAN Mutual Provident took a commanding position in the takeover battle with Pearl Group following the announcement of a sharply increased offer for the UK life assurance company. Page 27

NAVISTAR International, leading North American medium and heavy truck manufacturer formerly International Harvester, is seeking to re-enter the UK market. After a decade after it was forced to withdraw in disgrace with its North American operations close to collapse. Page 27

EUROBONDS The fixed-price re-offered method of syndicating new Eurobond issues faces its fiercest test this morning when Merrill Lynch plans to price and launch a \$500m five-year deal for General Motors Acceptance Corp. Page 31

RECHITEL A group lead by the UK engineering concern, was understood last night to have been chosen to build and operate British Coal's first commercial power station at a cost of up £150m (227m). Page 27

WELLWOME maker of Retrovir, only medicine licensed to combat Aids, announced a 28 per cent rise in pre-tax profits to £221.2m (\$346m) for the year to August 26. Page 27

HILL SAMUEL Investment Management, part of the UK's TSB group, is forming a joint venture with Dai-Ichi Kangyo Bank, Japan's largest, to provide global investment services. Page 27

DRAMS Sun Microsystems and Unisys said they would not invest in a joint venture aimed at forming a major US manufacturer of dynamic random access memory (DRAM) chips. Page 28

GLAXO Britain's biggest pharmaceutical company, is to spend \$70m (\$111m) expanding its production complex in Singapore to make the site the main factory for basic chemicals needed for a series of new drugs. Page 28

TEXAS AIR said it had placed firm orders for 20 Airbus Industrie A320 and A340 long-range aircraft and had options for 20 more for its Commercial Airlines subsidiary, in a deal worth \$600m. Page 28

Dolors woe Tories
European Commission president Jacques Delors sought to ease concern that debate about future economic and monetary union could avert the EC from its goal of creating a broader free market area. Page 2, EMS, Page 26

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Iran's harder tasks of building the peace



The honeymoon was brief. Three months after his election, President Rafsanjani (left) finds himself in charge of a disconcerted people, an economy in urgent need of investment, and divided leadership. Page 24

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Brazil: Change of view via either wing

Property Research Survey

Technology: Pulling and pushing in different directions

UK: Arab Government's cash pledges soothe

Tory back-benchers

Editorial Comment: Care in the community; El Salvador's war without end

Politicos: Outsider at the dinner party

Europe

Companies

FTSE 100:

FT Ordinary:

FT-A All-Share:

New York: Immobiles:

DJ Ind. Av.

2,623.57 (-9.01)

S&P Comp:

Tokyo: Nikkei

35,875.34 (+24.11)

London: Money

3-month Interbank:

closing 15.1% (same)

Libor long gilt futures:

Long Bond:

102.51

Dec 91.2 (91.1%)

Chief price changes

yesterday: Page 27

MARKET REPORTS: CURRENCIES, Page 46; BONDS, Page 31; COMMODITIES, Page 40; EQUITIES, Pages 45 (London); 49 (World)

Friday November 17 1989



SOVIET UNION
Estée Lauder scents success in Moscow

Page 8

D 8523A

France to propose development bank for E Europe

By George Graham in Paris

Germany was likely to be one of the main items on the agenda.

President Mitterrand raised the idea of a European development bank, modelled partly on the European Investment Bank (EIB) which finances development projects within the Community, in a speech to the European Parliament in Strasbourg last month.

The idea was backed by Mr

Pierre Bérégovoy, the French Finance Minister, yesterday.

Mr Mitterrand, anticipating criticism over the technical difficulty of the idea, said there was no reason why the Community should not do the same in the realm of technology as it had in the technological and audiovisual fields with the Eureka project.

"It is an eminently political decision, to create a European

bank," he said. But some officials in the French Government appeared yesterday to be unconvinced that the project was sufficiently advanced for EC leaders to take even a general decision on the principle.

They warned that nothing resembling a concrete proposition was ready to put to heads of government.

Other officials, however, indicated that although the

details would have to be agreed by finance ministers later, the idea could receive broad approval as a means of enhancing aid promised by EC members to Eastern Europe.

EC finance ministers agreed on Monday in Brussels to co-operate on their aid efforts to Eastern Europe. They asked the EC monetary committee of senior finance ministry officials to evaluate the economic

needs of Hungary, Poland and East Germany, and draw up a list of bilateral aid already granted. Lucy Kellaway in Brussels writes: The European Investment Bank said yesterday that it was probable that EIB lending to other Eastern European countries would be discussed at the Paris meeting.

Outsider at the dinner party, Page 25



The Brandenburg Gate looks over the Wall where UK Foreign Secretary Hurd (with glasses) met East and West Germans.

Shipowners in Europe and Japan bid to boost freight rates

By Kevin Brown, Transport Correspondent, in London

LEADING shipowners from Europe and Japan are to meet in Tokyo on Monday to discuss a deal to reduce overcapacity and raise freight rates between Europe and the Far East.

The companies had hoped to keep the meeting secret because discussions between competing shipowners could fall foul of European Community shipping law.

"We are going to have to move very carefully if we are to avoid upsetting the [European] Commission. This meeting will probably just lay out the ground rules," an executive of one of the companies said yesterday.

The meeting will be attended by chairman or chief executive of most of the big container ship operators between Europe and the Far East.

Among those believed to be invited are Mr Tim Harris, a main board director of P&O Maritime and Oriental Steam Navigation; Mr Hans-Joachim von Hirschhausen, chairman of Hamburg, the largest West German shipping company; Mr Henk Nedlloyd, chairman of Nedlloyd, the big Dutch shipping group; and Mr Hiroshi Fukusaki, managing director of NYK Line, one of the biggest Japanese container ship operators.

Other Japanese lines will be represented, along with Evergreen of Taiwan, the world's biggest container ship operator, and other Asian shipowners.

The meeting will discuss the feasibility of copying a deal reached earlier this year between Far Eastern and US companies to reduce overcapacity between the Far East and North America.

Continued on Page 26



Volvo chief picks banker as heir

By Robert Taylor
in Stockholm

MR Pehr Gyllenhammar announced yesterday that he would step down as chief executive of Volvo, the Swedish automotive and aerospace group, and named Mr Christer Zetterberg, head of Sweden's state-owned PK Banken, as his heir-apparent.

Mr Gyllenhammar, the 54-year-old chairman and chief executive, said in a surprise announcement that Mr Zetterberg, 46, would become president of Volvo next spring, taking over the job from Mr Henk Nedlloyd, chairman of Nedlloyd, the big Dutch shipping group. Mr Zetterberg will then have a learning period alongside the chief executive. But it remained unclear when Mr Gyllenhammar intended to step down from the post he has held since May 1971.

During his 18 years at the head of Volvo Mr Gyllenhammar has become one of the most powerful business leaders in Scandinavia. Yesterday he gave no indication of what his future intentions are but it is most unlikely that he will simply disappear from the corporate scene.

Continued on Page 26

THE PEN IS MIGHTIER THAN THE WORD

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EUROPEAN NEWS

Paris and Bonn do deal on energy policies

By David Goodhart in Bonn

FRANCE AND West Germany have reached outline agreement on energy policies, overcoming key differences towards the European Community's attempts to create a common energy market.

The West German Economics Ministry has confirmed that at a meeting earlier this month in Bonn between its minister, Mr Helmut Haussmann, and Mr Roger Fauroux, the French Industry Minister, it was agreed that France would soften its opposition to West German coal subsidies in return for agreement that more of France's cheap, mainly nuclear-generated, electricity would be sold in West Germany.

It was partly as a result of pressure from France that the EC decided in March to begin an investigation into West German coal subsidies to see if they were compatible with competition rules. Mr Antonio Cardoso e Cunha, the Energy Commissioner, is now pressing Bonn to phase out coal subsidies by 1993, or at least reduce them substantially.

The details of the new agreement remain hazy, no figures

have been discussed of either the acceptable level of coal subsidies or on how much electricity West Germany would accept. But Mr Fauroux has agreed to show "understanding" towards coal subsidies and the two ministers agreed to produce a joint report within six months on increased exports from Electricité de France (EdF).

At a recent seminar organised by the West German utility RWE, Mr Klaus Beckmann, an Economics Ministry state secretary, said that companies themselves should be able to decide from whom they buy electricity after 1992. At the same seminar, Mr Lothar Spahn, Premier of Baden-Württemberg, said he would welcome EdF taking a stake in his own state's energy utility and even raised the possibility of a full privatisation of the utility.

West German utilities, such as RWE, remain opposed to any policy which allows their large customers to buy bulk power from the French. However, they privately admit that it will be difficult to stop such moves.

Good chance seen for E German economic reform

By Leslie Collis in Berlin and David Goodhart in Bonn

EAST GERMANY stands a good chance of successfully reforming its economy with Western know-how, a leading West German expert on production technology says. Professor Günter Spur is head of the Centre for Production Technology in West Berlin and a member of the East German Academy of Sciences.

He told a group of businessmen and journalists that despite inadequate technology, East German industry had one of the main ingredients for a successful reform: trained, disciplined and ambitious workers. Motivation was the problem.

Prof Spur said joint ventures

between East German and Western companies were the key to modernising industry. Volkswagen was prepared to build a car factory in East Germany, he noted. Its Polo model was about to be phased out and could be produced in East Germany and sold cheaply and successfully in the West. But the East Germans were inexperienced in selling to the world market, so Western partners would have to help them with marketing.

"We could use the GDR economy to our advantage by producing more cheaply there," he said. A "transfer" of human resources was needed - West German experts working in the GDR and East Germans in the

West to gain experience. The final result could be an East Germany which would be a strong competitor of the West.

A prominent East German economist, Prof Helmut Richter, yesterday presented a four-point plan to reform industrial production. Factory directors should determine the volume and type of production on their own, he said in the East Berlin Communist party newspaper *Berliner Zeitung*.

The barometer of success or failure should be "products sold profitably" and not merely manufactured. Wages should conform with performance. Foremen had to be better

rewarded than ordinary workers, and directors should be rewarded, too.

Mr Alfred Herrhausen, chief executive of Deutsche Bank, said that given a proper chance the East German economy could reach Western living standards within five or ten years.

Meanwhile more West German companies have indicated their interest in doing business in East Germany. The Hamburg-based drink and tobacco group, Reemtsma, has announced that it is having meetings in Dresden and East Berlin next week to discuss investment possibilities. Also,

Siemens has expressed a strong interest in helping to modernise the East German telephone network.

In the short-term East Germany's economic difficulties remain acute and church leaders have been warning of an economic collapse. Doctors from West Berlin have just begun working in East German hospitals because of the large number of East German doctors who have fled West. Polish workers have also been flooding across the border to offer themselves for work in East Germany, which could help plug manpower shortages in some sectors.

Pasionaria buried with passion

By Tom Burns in Madrid

A CHAPTER in Spain's history closed yesterday as Dolores Ibárruri, "La Pasionaria", was buried in an emotion-charged funeral in Madrid which strangely echoed that of General Franco 15 years ago.

The

Communist Party

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The

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German reunification not on the agenda

John Lloyd reports on popular sentiment on the other side of the Berlin Wall

WE CANNOT know precisely how deep and wide is the desire within the German Democratic Republic for reunification with the German Federal Republic; it is still a forbidden issue in official East German politics. As Mr Egon Krenz, the party leader, told Chancellor Helmut Kohl in their weekend telephone call, the issue is not on the agenda.

Nor is unity on the agenda of the opposition. Both New Forum and the newly-formed Social Democratic party, locating themselves within a German left-wing tradition, are explicitly against encouragement of any such movement — even, it seems sometimes, any such talk.

The intelligentsia on which New Forum and the other opposition streams draw is socialist, and it favours, in the words of writer Christa Wolf, "a really democratic society which also preserves the tradition of democratic socialism".

Ms Barbel Bohley, spokeswoman for New Forum, has called on "the West to cease to talk reunification as long as the desire for it does not exist in the GDR".

The Lutheran churches, whose white declining congregations are now swollen with refugees, are also against reunification, as is much of the political and spiritual energy, seem to have discovered in East German socialism a finer spirit than is evident in the West.

An East Berlin pastor, Mr Werner Kasche, said recently that "the Communists made a prison of this country, but in that prison flourished wonderful human beings who helped and supported each other".

It may indeed be that the opposition groups do not represent reunification sentiment because there is little to represent.

An open seminar in Leipzig over the weekend, organised under the auspices of the university and the cultural centre, saw thousands pack meetings on democracy and ecology — and a few dozen attend a seminar on the two Germanys.

While some banners in the great Leipzig demonstration last Monday called for "one Germany", several warned against the lure of West Germany, the money to be earned from

crossing the border. "We stay here", "We are the people", "Free elections" — these are the rallying banners and cries of the streets.

From street conversations,

especially with the young, a different story emerges.

Among those with no memories of wartime or just-post-war desolation, and thus less pride in, or loyalty to, the system which claims credit for reconstruction, there is now little inhibition about expressing a desire for closer union.

Older people, too, are often bitter about their relative poverty and isolation; impatience for change precisely because they want better times before they die. It is hard to resist the feeling that while the intelligentsia sets the tone of the demonstrations, at least a significant part of the working class is attracted to the West to a high wage consumer society.

It would indeed be an irony if, just as Lenin predicted, middle-class intellectuals were to carry the socialist *geist* while the working class shrugged it off.

For some years in East Germany there has been a

debate over, and resentment expressed about, the very slow difference between skilled and unskilled workers and lower level managers and foremen. The Communist party, reacting to this movement from below, has encouraged moves to widen pay bands and give higher incentives for responsibility and skill. The assertion of socialist values, then, may be as much to do with a society which had been based on a relatively undifferentiated working class as with ideology; and once these differences are accentuated, new forms of political expression may in free times emerge to represent their interests.

It is these social shifts which have assisted in the crisis which now grips the Socialist Unity (Communist) party and which gives it the aspect it now has, of a man trying to climb up a down escalator.

It is, of course, running up as hard as it can. Mr Krenz has not just swept away most of his politburo comrades, he has replaced or seen elected a raft of new first secretaries of city and district parties, some of whom, like Mr Roland Claus in

Halle, and Dr Norbert Kericke in Karl-Marx-Stadt, are still in their 30s. Beyond the party, if any area of political and public life can be said to be beyond the party —

It may be that the opposition groups do not represent reunification sentiment because there is little to represent

there have been similar casualties.

The new leadership has promised free elections, a rewriting of the penal code, new powers for local authorities and, of course a complete renewal of the party itself. It has sought to tie the can of guilt to the tails of old politburo members Gunter Mittag and Joachim Herrmann, and to a period of "impotence and silence" on the part of the politburo during the accelerating wave of emigration in late summer and autumn.

But it has not been enough. Last Friday, Mr Krenz stood before some 15,000 party members after the conclusion of the central committee meeting and defended its

decision to call a party conference in mid-December.

By Monday of this week, the politburo had been forced, by pressure from within the party, to concede a congress, which

has the power to sack the central committee and thus the

politburo and Mr Krenz, too.

Can he survive that?

He was always an unlikely reformer. He is given lukewarm receptions even by his own party, and he is now openly mocked on the streets. The Liberal Democrats have picked up another theme of the streets in their proposal to end the party's constitutionally safeguarded "leading role".

The best guess now is that the party will lose power.

Mr Krenz will, of course, be secure in history as the leader who opened up the Wall — yet in his phone call with Chancellor Kohl he was concerned above all to stress that the decision on free travel was a sovereign one, which in no way brought into play discussion of German unity.

That insistence on

sovereignty is wholly comprehensible from the eastern side. The opening of the Wall is not a one-way, East to West affair. This past week,

the emotional and political

ambiguity of the West German

population has been palpable in the East as

images of Mr Kohl, Mr Walter Momper, the mayor of West

Berlin, and Mr Willi Brandt, the former mayor, former Chancellor and progenitor of *Ostpolitik*, were beamed continually on in the western television channels.

On every street corner, it has seemed, a West German TV crew dressed like models with their Mercedes by the kerb, courteously poke microphones into East German faces and invite frank dialogue. I asked one reporter what reaction he found. He said: "I sense they see us as rich and arrogant, but they do not say it."

Arrogance is one thing the West Germans are anxious to avoid, but in avoiding it, they demonstrate the gulf between the two Germanys, and the consciousness of their own power. You can see the gulf in clothes, in cars, even in hairstyle and complexion. If that is evident to a Westerner, how much more deeply must it be felt by an East German?

East German socialism,

finally, may thus also contain an element of defensiveness, a shield against the glowing, designer-clad kinfolk, much as was a protection against the glad-handing Americans. They are a different people — or at least a common people with 40 years of different experiences.

Will socialism, now that it promises to be democratic, be

enough to keep them apart?

Berlin, and Mr Willi Brandt,

the former mayor, former

Chancellor and progenitor of

Ostpolitik, were beamed

continually on in the western

television channels.

Public reactions —

especially to suggestions of

a re-unified Germany — have almost all reflected a sustained and deep-seated distrust of the Germans. Mr Yitzhak Shamir, the

Polish-born Prime Minister,

all of whose family died in

the war, said the question of

the future of Germany was

"a most grave problem". One

newspaper said talk of

reunification "aroused

horror".

Jerusalem's Mayor Teddy

Kollek struck a different note in welcoming the breach of

the Berlin Wall, but mostly

the response has been less

than the Jewish

generation of the Holocaust

this is a problem which casts

a very dark shadow." After

a pause, he adds: "But the

decisions about future

developments are in the hands

of the big powers."

He is certainly not dogmatic

about the future. "I voted for

the establishment of (Israel's)

diplomatic relations with

Adenau because, in my eyes,

without Germany there is no

Europe. We cannot forget the

past, but we are obliged to

build the future."

He is in favour of diplomatic

relations with East Germany,

but only if it first renounces

its support for the Palestine

Liberation Organisation and

then reverses its refusal to

accept responsibility for Nazi

actions and pay reparations,

as West Germany did.

"I understand their joy,"

he says of the television scenes

from Berlin. "They are

inebriated by events. But the

problems still exist. The joy

of the moment does not

overcome the problems of

duration. In between today

and (the possibility of

reunification) there will be

years where we will see what

the attitude and behaviour

of the Germans will be

and how much they have learnt

the lessons of history."

Rush of events in Berlin causes deep disquiet among Israelis

By Hugh Carnegy in Jerusalem

accommodating.

One man well placed to comment is Josef Burg, president of the Mizrahi religious Zionist movement, a minister under every Israeli Prime Minister and very much an Israeli elder statesman.

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OVERSEAS NEWS

Sri Lanka's economy close to collapse

Years of civil war have stifled growth and killed tourism, reports Mervyn de Silva

COLOMBO'S taxi drivers were taking no chances. Anticipating a steep rise in petrol prices, they pleaded their meters were out of action and bargained over the taxi fare.

But Mr D B Wijetunge, who is both Prime Minister and Finance Minister of Sri Lanka, announced no increases in this week's budget. That does not mean the taxi drivers were wrong.

"These things are not done in budget speeches any more," said Mr Bernard Soysa, a former deputy finance minister.

Rumours were ripe that the country's foreign reserves had fallen to less than a week's import bill

"The oil corporations will do it quietly and they know by exactly how much since our treasury team returned from Washington," he added cryptically.

The Sri Lankan Petroleum Corporation has good reason to jacked up prices. Recently, the opposition howled when it signed a contract for six cars each with the South Korean Daewoo corporation at a cost of more than \$100m (£63m).

The normal tender procedures had been ignored. The industries minister explained why: the corporation owed its traditional suppliers nearly \$78m. Those bills had to be paid. If it defaulted, the word would get out that Sri Lanka was broke.

Rumours were already ripe that Sri Lanka's foreign reserves were down to less than a week's import bill. If the oil contract, guaranteed by the central bank, had not been signed, all transport on the island would have ground to a halt.

Sri Lanka, racked by years of ethnic warfare which has killed off tourism and stifled growth, is on the brink of economic collapse and its increasingly hard-pressed citizens are paying an increasingly heavy price. Petrol and kerosene prices will indeed go up, following flour, sugar, rice, milk and electricity.

One by one, subsidies are being removed. Rail and bus fares will rise. The electricity board has threatened to cut off supply to debtors; debt collectors from the telecommunications department are now visiting the homes of late payers.

The runaway spending of 1988, an election year, and President Ramaiah Premadasa's \$400m poverty alleviation programme, his vote-winning policy, were the last gasp



Wijetunge: announced no rise in petrol prices

of the good times of spending money which was not being earned. Already the poverty alleviation programme has been scaled down, together with most other welfare policies. Austerity lies ahead.

Sri Lanka's aid donors have long taken a sympathetic view of the country's plight. But this year's campaign of eco-

nomic disruption, sabotage and violence by the extreme nationalists Sinhala group, the JVP, compelled the World Bank to postpone the aid group meeting.

The International Monetary Fund had already held back the second instalment of a vital loan.

Nevertheless, considering that Sri Lanka has failed to respect binding commitments to the IMF and the World Bank and promises to donors, the aid group was still being exceptionally tolerant when it finally met this year. It pledged \$785m, an increase of \$175m over last year.

The IMF eventually released the delayed \$27m instalment to demonstrate international confidence at a time when a flight of capital and skilled personnel had demoralised the island's business community.

And even now the IMF conditions for Sri Lanka remain far less harsh than those imposed on many Third World countries.

The crisis is so deep however that collapse may be inevitable, given the continuing terrorist activities of the JVP. Several ministries have been closed, and many government departments and corporations wound up. More than 4,000 marketing department workers lost their jobs last month. That will be the pattern.

On one level the austere budget looks necessary and prudent: consumer subsidies have been slashed, together with the anti-poverty programme; the budget deficit has been reduced from 14 per cent of GDP last year to 10 per cent.

Alling state enterprises will be sold to foreigners. Privatisation failed when it was restricted to Sri Lankans but last week a state-owned textile mill was sold to a South Korean company for \$7m. The revaluation of the rupee will be accelerated.

"The match is over," Mr Ranjan Wijeratne, foreign minister and deputy defence minister, told a news conference. He said that six of the seven members of the fram's politburo had recently been killed or arrested. "When the toy is gone, you must expect the rest to fall."

Mr Wijeratne urged guerrillas to give themselves up. "We are making a final appeal to the rank and file to lay down arms and stop further violent activity," he said. "They can lay down their arms at police stations and come forward. They will be looked after."

It used to be the JVP which forced "hartals" or strikes. Now the established trades unions are striking. So for 17 unions have asked for a 40 per cent pay rise. Austerity may be the least of Sri Lanka's problems.

JVP rebels broken says minister

SRI LANKA yesterday claimed that arrests and killings of rebel leaders had broken the back of a leftwing Sinhalese guerrilla movement trying to topple the government. Reuters reports from Colombo.

Mr Rohana Wijeweera, leader of the People's Liberation Front (JVP), and his deputy, Mr Upatissa Gammanayake, were killed in separate incidents on Monday and their bodies cremated in secret by government officials.

"The match is over," Mr Ranjan Wijeratne, foreign minister and deputy defence minister, told a news conference. He said that six of the seven members of the fram's politburo had recently been killed or arrested. "When the toy is gone, you must expect the rest to fall."

Mr Wijeratne urged guerrillas to give themselves up. "We are making a final appeal to the rank and file to lay down arms and stop further violent activity," he said. "They can lay down their arms at police stations and come forward. They will be looked after."

It used to be the JVP which forced "hartals" or strikes. Now the established trades unions are striking. So for 17 unions have asked for a 40 per cent pay rise. Austerity may be the least of Sri Lanka's problems.

Opposition sees crushing defeat for Indian PM

By David Housego in New Delhi

SENIOR opposition leaders believe Prime Minister Rajiv Gandhi's Congress Party will be routed in next week's general election.

Internal opposition forecasts prepared on the basis of a constituency analysis give the Congress 180 seats of the 527 being contested. These forecasts were prepared a week ago and opposition leaders think that with the tide in their favour, the number of seats won by Congress could drop to between 155-175.

The forecasts do not differ greatly from those of the Intelligence Bureau, which is understood to have told Mr Gandhi recently that Congress could count on only 180 seats. In the 1984 election Congress won a landslide victory with 415 seats.

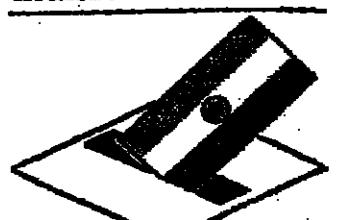
The opposition expects, however, that the National Front – the alliance led by Mr V P Singh which groups the Janata Dal and various regional parties – will have only 136 seats, in the new Assembly on the basis of the forecasts. It did a week ago. This would mean it would not have an absolute majority but would be able to form a minority government dependent on support from outside the administration, from the Hindu radical BJP party and the Marxist parties.

The opposition forecasts give the BJP 71 seats in the new Assembly – as against two in the last Parliament – and the two Communist parties a total of 66 seats. These two parties have been involved in a seat-sharing arrangement with the National Front to defeat the Congress.

If the opposition forecasts prove correct, the position of Mr Gandhi as leader of the Congress would inevitably be at risk. The balance of power within the Congress would also change, with the bulk of the new parliamentary membership coming from the south.

The opposition forecasts see Congress retaining only 52 seats in the seven states (including Delhi) of the Hindi-speaking north traditionally the Congress stronghold, but would remain strong in the prosperous western state of Maharashtra, retaining at least 35 of the 43 seats.

Indian Elections



Of the almost 200 seats that the opposition believes would be won by the National Front, 155 would go to the northern-based Janata Dal led by Mr Singh. As the National Front is not officially recognised as a political party, this could mean Congress would still remain the largest party in the new Assembly but in no position to form a government.

Opposition leaders believe that the Congress party will split in the wake of such a hefty defeat – comparable to that of Mrs Gandhi in 1977 after the Emergency.

Gandhi: even the Intelligence Bureau sees a defeat for Congress
Last Nehru offers his prescription
David Housego watches Gandhi's cousin in the opposition ranks

IF THE Nehru dynasty falls from power in next week's Indian general election – as now seems increasingly probable – there will still be one member of the family left in the upper echelons of government. The likely survivor is Mr Arun Nehru, cousin to Prime Minister Rajiv Gandhi and formerly one of his senior ministers but now a leading member of the opposition.

Bumping down a dusty track in his Bilauri constituency in Uttar Pradesh (UP), Mr Nehru has no doubt that he will win it for the opposition. "There is a tidal wave here," he says, and predicts that he will get 90 per cent of the vote.

In UP itself, the largest state in the union and the one most critical to the outcome of the election, he believes that the opposition will win 75 of the state's 85 seats in the Parliament, against the two it won in 1984.

Before choosing to stand for Bilauri as the candidate of the Janata Dal, the main opposition group, Mr Nehru had never set foot in the constituency. But as his motor cavalcade weaves through remote villages in this remote corner of the state, crowds flock out to greet him and listen attentively to his wayside speeches.

Mr Nehru, as Congress Party general secretary, managed Mr Gandhi's electoral campaign in 1984. He has equally played a pivotal role in this election – negotiating with Mr V P Singh, also a senior minister under Mr Gandhi and now leader of the opposition, on the distribution of seats among the opposition parties so as to avoid splitting their votes in three-cornered fights with the Congress.

If the National Front does come to power, Mr Nehru believes it must tackle the fundamental defects in government with which people are now disgusted – the tyranny of officialdom, the delays and corruption bred by unnecessary controls and regulations, the abuse of patronage to provide jobs and promotion.

"It's no use just winning an election," he says. "We've got to have a major restructuring."

Mr Nehru says that Mr Gandhi embarked on such a

reformist programme in 1985 but was beaten by "the system" and abandoned it. "Once you let slip and go down hill, there is nobody to help you," he says.

As a first step in such a restructuring, Mr Nehru believes there must be a return to cabinet government – "collective functioning" – instead of the personal, autocratic rule of Mr Gandhi's administration. "One of the things that Rajiv went wrong on was that he disbanded a [ministerial] team."

Mr Nehru himself was dismissed from the government in 1985 and expelled from the Congress Party because the prime minister felt his cousin was plotting against him.

Other elements in restructuring would include greater devolution of power to the states, more democratically-run political parties, and a simplified administration with fewer controls and licensing.

Mr Nehru believes Mr Gandhi will lose the election because "people feel Rajiv is incompetent to run India. They think the country is too large for him. He can't handle it." He adds: "Take the Westland helicopter [which India obtained from Britain under an aid package]. He made a statement in Parliament saying it was junk. Then he told me to tell the British High Commission that it was not just junk but we could not buy it. Then we bought it."

Though Mr Nehru is a close and influential colleague of Mr V P Singh, he has kept a low profile during the campaign. As Congress Party secretary and minister, he earned a reputation as a power player and operator.

Among the charges levelled against him are that he was used by Mrs Gandhi to unseat the government of Dr Farooq Abdullah in Kashmir and that he was responsible for unlocking the doors of the Babri Masjid mosque in Ayodhya to allow Hindus to worship there in 1986.

Mr Nehru believes that once the election is over tension between Hindus and Moslems will ease. But he thinks the next government will have to take a tough line against extremists from both sides.

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De Klerk ends apartheid on S African beaches

By Patti Waldmeir in Johannesburg

PRESIDENT F W de Klerk, the South African President, yesterday announced plans to end segregation of recreational facilities, with all beaches to be desegregated immediately.

He told the President's Council, an advisory body sitting in Cape Town, that the time had come to repeal the so-called Separate Amenities Act, which allows local authorities to segregate facilities such as parks, libraries and town halls.

The Act would be repealed as soon as possible, said Mr de Klerk, adding that beaches would be opened to all races immediately, in time for the summer holiday season which begins in a fortnight.

The decision to abolish apartheid on the beaches will have only a limited impact, as most of the country's beaches had already been desegregated before yesterday's move. However the few which remained - primarily in Cape Town and Durban - have been the scene of demonstrations by anti-apartheid groups in recent weeks.

During one such demonstration in Cape Town in August, police used dogs and whips to disperse protesters.

The decision to repeal the Separate Amenities Act is

more significant, as it could spell the end of petty apartheid in a number of areas where segregation of parks, libraries and other recreation facilities is still practised.

The abolition of the Act will not immediately lead to the removal of segregation at such facilities, as they are covered by local authority ordinances and not by the Act itself. Local regulations must be lifted before facilities can be freed to all races.

Removal of the Act, which provides the legal framework for such regulations, would make it difficult to maintain them on the statute books. The Separate Amenities Act, which has been eroded substantially in recent years, is no longer regarded as one of the chief legislative pillars of apartheid.

Residential segregation, and segregation of schools and hospitals, are regarded as more serious issues, and they are not affected by yesterday's decision.

Mr de Klerk did however hold out the prospect of reform in such areas in future, saying he would announce further reforms when he opened a new session of parliament in February. He gave no further details.

Paris agrees return of Mirage fighters to Libya

By George Graham in Paris

THE French government has authorised the return of three Mirage jet fighter aircraft to Libya, in a move that appears to reflect a slight thaw in diplomatic relations following the agreement of a deal between Libya and Chad opening the way to a settlement of their boundary dispute.

Foreign ministry officials said yesterday that the move was fully consistent with the EC policy, dating from 1986 against the delivery of new military equipment to Libya.

The three planes were in France for repair, and the return therefore "does not concern material susceptible to increase the offensive potential

of the Libyan armed forces," an official said.

They are, however, understood to have been blocked in France since 1986, when the EC decided to ban arms exports to countries implicated in supporting terrorism.

Libya and Chad reached a framework agreement on their dispute earlier this month, in August this year, but it has proved difficult to put the agreement into effect, and follow-up talks appear to be stalled.

The aircraft, include one Mirage F1, a single seater multi-role combat aircraft and two Mirage 5s, the chase-seat Mach 2 combat aircraft

Norwegian UN troops in Lebanon come under fire

By Lars Marlowe

RELATIONS between the United Nations interim force in Lebanon (Unifil) and the Israeli-backed South Lebanon Army (SLA) deteriorated further yesterday after masked gunmen fired automatic weapons from two positions manned by the Norwegian UN battalion during the night.

The attacks against the UN posts near the villages of Kawkaba and Blat were in apparent retaliation for the death a few hours earlier of Mr Elias Jabbour, a 25 year-old Maronite Catholic SLA militiaman. Mr Jabbour died after he was wounded in a 15 minute gun-battle at a Norwegian check-

point near the southern Lebanon village of Ihl el-Saki. Unifil was created to supervise the departure of Israeli troops and Palestinian guerrillas from southern Lebanon in March 1978.

The conflict is understood to have begun when two SLA militiamen refused to be searched as they drove through the Norwegian check-point at Ihl el-Saki. The Norwegian soldiers then fired three warning shots into the air. The SLA men threw a stun grenade at the Norwegians and took cover behind their green BMW cars. Mr Jabbour was fatally wounded in the ensuing shoot-out.

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AMERICAN NEWS

Soldiers kill six priests

By Tim Coone in San Salvador

THE DIRECTOR of the Central American University in El Salvador, Father Ignacio Ellacuria, was killed early yesterday morning, along with five other Jesuit priests, by a military death squad.

Dragged from their beds in a university dormitory by an estimated 30 soldiers, according to eye-witnesses, they were shot at point-blank range with automatic rifles. A cook and her 15-year-old daughter were also shot in an adjoining room.

The Jesuits' dormitory is located close to a well-guarded military residential neighbourhood on the south side of the capital, San Salvador.

Father Ellacuria was a highly respected intellectual figure in Salvadoran society, having served on a former civilian government junta with

former President Napoleon Duarte, and had on several occasions acted as a trusted mediator between President Duarte's government and the left-wing FMLN guerrillas.

Witnesses add a violent new twist to this week's savage fighting for control of the capital between the guerrilla forces and government troops. Heavy bombardments of guerrilla-controlled suburbs to the north and east of the city continued all through Wednesday night and yesterday morning.

Civilian victims and refugees fleeing from the attacks say the air force is unable to distinguish between guerrilla and civilian targets and hundreds of civilians are being killed or wounded in the army's counter-attacks.

Despite an escalation of the

fighting during the past 24 hours, especially aerial bombardment, the guerrillas have not been dislodged from the positions they took in the capital last Saturday night, when the FMLN's nationwide offensive began.

Paramedical workers accuse the army of refusing them entry into the guerrilla-controlled neighbourhoods to evacuate the wounded. A dusk-to-dawn curfew is being strictly imposed by the army, but officially Red Cross and other rescue vehicles are supposed to be allowed freedom of movement. On Wednesday, El Salvador's Vice President, Mr Francisco Merino, rejected urgent appeals by the International Red Cross and Catholic Church for both sides to call a temporary truce.

US reassesses ties with Europe

By Peter Riddell, US Editor, in Washington

THE POSSIBILITY of closer and more formal political links between the US and Europe, as suggested by a senior State Department official, represents a significant step forward in the reassessment of transatlantic relations by the Bush administration.

At its heart is US support for European integration - not only for the 1992 process (though with caveats about protectionism), but also for political unity. This is summed up in President Bush's often-repeated phrase about "a Europe whole and free."

At the beginning of the year US officials were sceptical, even hostile, about integration with talk of Fortress Europe and some that exaggerated fears of what 1992 would mean.

That attitude changed following the easing of differences over banking reciprocity, and because the administration judged that it would be more effective to endorse integration and then debate the details from the inside rather than the outside.

As the pace of change in Eastern Europe increased during the summer, President Bush backed integration on the political grounds that a more unified community would be a force for stability throughout Europe.

But the US role would be different from the late 1940s.

There would be no Marshall Plan of massive US aid, not only because of domestic budgetary constraints but also because of the strength of western Europe.

Hence the emphasis has been on partnership between the US and western Europe, both in deciding policy and providing resources.

That fits in with Mr Bush's preference for close consultation with allied leaders. This approach was signalled at the mid-July seven nation economic summit when the US fully supported the West German suggestion that the European Commission should coordinate international help for Poland and Hungary.

Even before the latest events in East Germany, Mr James Baker, the US Secretary of State, was arguing a mouth age that what he called normalization or reunification "must occur on the basis of western values with the end result being a people integrated into the community of democratic European nations."

Later, one of his close advisers argued, that as EC integration develops, West Germany should have a "strong western anchor in both democratic policy and economic policy. It's one of the reasons why the US is firmly committed to that integration process."

The US is concerned to avoid

US sees Polish food aid need as short-term

By Nancy Dunne in Washington

THE US has sent to Poland its first \$125m in food aid shipments and has begun to procure the 10,000 tonnes of promised pork. Tens of thousands of tonnes of additional grain and butter are on the way to help cushion the shift to a free market.

However, a US food aid team sent to Poland last month returned with an optimistic report suggesting that the need for food aid is likely to be a short-term one.

It concluded: "Poles are not starving." Total caloric intake, nearly 3,800 calories a day, is close to that of western Europe. The country is close to food self-sufficiency, and more food is becoming available through private channels.

The US has learned through long, bitter experience in its foreign aid programme, that too much aid can displace local supplies and put local farmers out of business. It is looking instead to long-term structural solutions for Poland, where it is acknowledged that "drastic improvements" are needed in farm efficiency.

In a recent report, the US Agriculture Department said that annual per capita Polish meat consumption, at 63 kg in 1988, is about the same as that of the UK, although shortages may have brought consumption down to 60kg.

A USDA official said facilities for storing and distributing aid are likely to be stretched beyond capacity, and a new distribution system, involving private organisations called "citizens' committees", is slowly developing. Aid from around the world is being loosely co-ordinated through Brussels, so that the Polish ports are not overwhelmed.

The department report said that the food situation is "improving and could stabilize soon."

The USDA also noted signs of increased marketing activity outside the official channels and increased competition among state purchases, who are now allowed to move outside their home territories to compete with state organisations in other regions.

A change in view via either wing

Ivo Dawnay assesses prospects for Brazil after its first-round poll

IN A COUNTRY where a tiny elite models its style on the Dallas television soap opera from the US, and the vast majority survives on the equivalent of less than \$100 a month, it was inevitable that Brazil's first presidential election under universal suffrage in 20 years would be about change.

As expected, Mr Fernando Collor de Mello, scion of the old north-eastern oligarchy but committed to liberal reform, is through to the decisive second round of the election on December 17.

His most likely challenger, though, now seems to be Mr Luiz Inacio Lula da Silva, a former trade union leader whose socialist Workers' Party (PT) has advanced greatly in the last 12 months to control the municipal administrations of many of Brazil's main cities.

However, with 30 per cent of the votes counted yesterday from the poll on Wednesday, commentators were still not ruling out the possibility that the veteran populist Mr Leonel Brizola could still take second place and so be the left-wing challenger to Mr Collor in a two-man runoff.

Either way, the electors appear to have polarised Brazil on an orthodox left-right axis that ultra-conservatives - not least a large portion of the military - most fear.

It was just this elite group, alleged to be backed by President Jose Sarney, which lay behind the last-minute attempt to run as a candidate the television personality Mr Silvio Santos, in what was widely condemned as a cynical manoeuvre to confine the voters' second-round choice to two right-wingers.

The subsequent declaration, before the poll, of Mr Santos' ineligibility by the Supreme Electoral Court has helped to sprint towards the centre,



Lula (left) and Collor. Political polarisation by the ballot.

offer the country two starkly different options. The first-round outcome also shows a remarkable maturity on the part of a largely illiterate population, despite 21 years of political atrophy under military dictatorship from 1964 to 1985.

The

Collor

campaign will now try to characterise Lula - as he is universally known - as chief advocate of an outdated collectivism demonstrably rendered redundant in the rules of the Berlin Wall.

On the other hand, if Mr Brizola proves to have come second, the attack will be more personal, aimed at the former Rio de Janeiro state governor's notoriously authoritarian style of leadership and his ill-defined economic strategy.

Either left-winger will counter saying his rival is merely the old establishment in new clothes - the hollow product of sophisticated marketing.

Both claims, while a crude echo of the truth, disguise a considerably more complex choice now facing the electors. Also, the ground is shifting as the two front-runners must sprint towards the centre,

That is hardly a no-change platform. Indeed, some say that both Lula and Mr Brizola are much more in tune with the old regime when it comes to the role of the state. Lula's command economy prescriptions and fierce opposition to privatisation arguably make him the most conservative candidate of all. Mr George Brown, former US political attaché and long an observer of Brazilian politics, claimed yesterday.

With inflation now expected to set a record of 40 per cent this month, the candidates will

no longer be able to dodge detailed questions on these crucial issues. No one believes the final outcome will depend on economic programmes alone. With 60m of the 80m voters quasi-literate, complex discussion of the relative merits of Brizola and Collor are now out of the question.

But the voters are not so uncomplicated as to ignore the relative credibility of each candidate's prescriptions for the crisis in the forthcoming television debate. Just as carefully perused, however, will be their prospective ministerial teams and the painstaking building of cross-party coalitions.

All the odds suggest that Mr Collor - whoever his opponent - will be the winner on December 17. His youth and good looks are a refreshing change from both Mr Sarney and the grizzled ranks of generals who have dominated the past three decades.

His liberal programme - what is known of it - appears sufficiently new to represent change but cautious enough not to upset the powerful business community.

More sophisticated Brazilians tend towards conservatism. They are likely to prefer a president speaking with the familiar accents of the patriarchal class - a "quality" Mr Collor and the 18m-strong left-winger Mr Brizola share.

At the same time, a fall yesterday in the financial markets here indicated that attention must also be given to the electorate's famous volatility and rising popular disgust with the ruling class.

Whatever the outcome, the very fact that Lula, a bearded proletarian who failed to pass first grade at school, has already come so close is evidence enough that Brazil's feudal era is at an end.

Mexico aims for growth rate of 3.5 per cent

By Richard Johns in Mexico City

MEXICO is aiming for a growth rate of 3.5 per cent in 1990 under the macroeconomic projections accompanying the budget outlined to the Chamber of Deputies on Wednesday.

The target is a higher than the one anticipated for next year in the 1989-94 National Development Plan, published

last May, and which forecast Gross Domestic Product not to rise to this rate until 1991.

The more optimistic forecast reflects the higher than anticipated growth this year which is now expected to be about 3 per cent in real terms.

Total net expenditure was put by Mr Ernesto Zedillo, the

Minister of Planning, at pesos 194,000m (\$735m) but does not include one major item, debt amortisation, as well as several other smaller ones, which will bring the total to about pesos 300,000m.

For 1989 the appropriation for debt amortisation was pesos 91,100m. In the Chamber of

More Chicago traders charged in fraud probe

By Deborah Hargreaves in Chicago

TWO MORE Chicago futures traders were indicted for alleged trading abuse yesterday as part of the US government's continuing investigation into futures fraud.

The latest indictments involve traders in the Chicago Mercantile Exchange's Swiss Franc futures pit and follow indictments of 46 traders in the city's two exchanges in August.

The Federal Bureau of Investigation has conducted a two-year undercover inquiry into trading fraud in Chicago's futures markets and is poised for further indictments which could hit traders in Swiss Franc futures and Treasury bond futures at the Chicago Board of Trade.

The latest indictments allege the two traders absorbed losses for other brokers who rewarded them with profitable pre-arranged and complex market reform bills next week.

The FBI sting inquiry is the largest investigation ever into commodities fraud in the US and the agency has reiterated its commitment to clearing up the futures industry, in spite of the resignation of Mr Anton Valukas, the US attorney for northern Illinois, who has been at the centre of the probe.

Mr Valukas, whose resignation was expected, is returning to private practice at the beginning of December, when the trials for the futures fraud inquiry are due to begin.

Most of the indictments so far allege a range of potty crime and cheating by Chicago traders at the expense of their customers.

The inquiry has spurred Congress to tighten its measures for oversight in the futures market, and the House and Senate got confirmation on a wide-ranging and complex market reform bill next week.

Oakland Bridge to reopen

By Louise Kehoe in San Francisco

THE SAN Francisco Oakland Bay Bridge is scheduled to reopen tomorrow, one month after its upper span was snapped by the deadly earthquake that jolted the San Francisco Bay Area on October 17th.

For residents of the quake-stricken city joined by the Bridge, its reopening represents a symbol of recovery from the physical and emotional toll of last month's disaster.

Some 40,000 people, led by California Governor George Deukmejian, are expected to crowd onto the bridge for opening festivities. Each visitor will be asked to buy a \$3 ticket, with the proceeds to be donated to earthquake relief funds.

Entertainer Tony Bennett will be there to sing "I left my heart in San Francisco" and Carol Channing will sing "San Francisco," the song made famous by Jeannette MacDonald in the 1936 movie about the 1906 earthquake that destroyed much of San Francisco.

By celebrating the opening of the bridge, city and state leaders hope also to repair San Francisco's damaged reputation as a favourite tourist destination. Since the quake struck, the city's shopkeepers, hoteliers and restaurant owners have suffered a major blow in business, and an estimated 2,000 buildings have been laid off.

For the 350 thousand commuters who before the quake regularly crossed the bridge each day to reach their jobs in San Francisco, the reopening of the span is not likely to bring immediate relief from the traffic congestion that has snarled the city's streets for the past month.

Several approach roads to the Bridge on both sides of the Bay, including the collapsed Nimitz freeway in Oakland, remain closed by quake damage and are unlikely to be reopened for several months.

In other parts of the San Francisco Bay Area, the extent of earthquake damage is only now becoming clear. Throughout the region, freeway overpasses and viaducts are being shored up. According to some estimates the costs of repairing and strengthening these structures alone could top \$60m.

The yellow plastic tape used by police to cordon off badly damaged buildings has become a seemingly permanent feature in city streets throughout the region.

In Santa Cruz, which felt the brunt of the quake's force in its central shopping district, merchants have erected a "tent city" in car parks, hoping to attract Christmas shoppers. The tents stand in the shadow of the still-barricaded Pacific Garden Mall, where about 25 buildings are being torn down and many more await repair.

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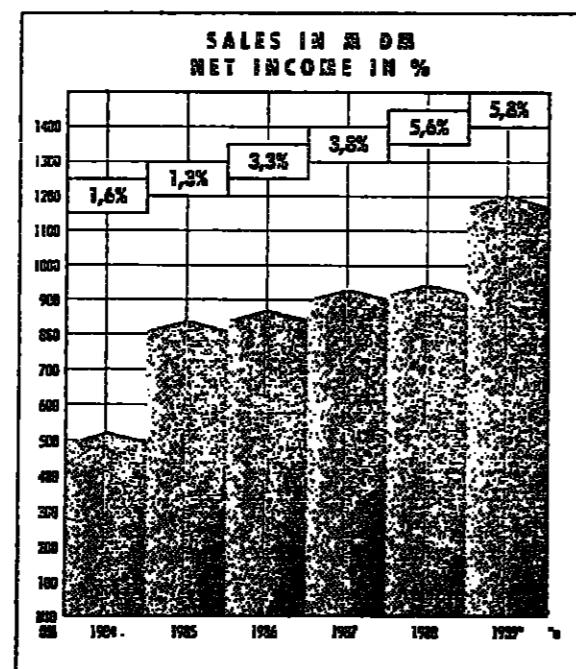
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(incorporated with limited liability under the laws of Guernsey, registered number 16612)

Notice to the Holders (the "IDR-Holders") of the International Depositary Receipts ("IDRs") issued by Morgan Guaranty Trust Company of New York (the "Depositary"), each of which represents 500 shares of US\$0.10 each (the "Shares") in The Korea-Europe Fund Limited (the "Company")

PROPOSED CAPITALISATION ISSUE

NOTICE IS HEREBY GIVEN, pursuant to Condition 12(A) of the IDRs, that the Depositary has received a circular dated 16th November, 1989 issued by the Company to shareholders (the "Circular") giving notice of an Extraordinary General Meeting of the Company to be held at 10.30 a.m. on 6th December, 1989, at Barfield House, St. Julian's Avenue, St. Peter Port, Guernsey, to consider and, if thought fit, to pass the following resolution, which will be proposed as an Ordinary Resolution:

THAT—

(a) The authorised share capital of the Company is increased from US\$1,000,000 to US\$3,000,000 by the creation of 20,000,000 additional shares of US\$0.10 each; and

(b) It is desirable to capitalise the sum of US\$1,652,800 standing to the credit of the Company's share premium account, and accordingly the Directors be and they are hereby authorised and directed to appropriate such sum to the holders of the shares of US\$0.10 each on the Register at the close of business on 27th November, 1989 and to apply such sum in paying up in full 16,528,000 of the unissued shares of US\$0.10 each in the capital of the Company, and to allot and distribute such shares (the "Capitalisation Shares") credited as fully paid up to and amongst such holders in the proportion of four Capitalisation Shares for every share held at the close of business that date, on terms that the Capitalisation Shares shall rank pari passu in all respects with the existing shares except that they shall not carry any right to receive any Capitalisation Shares allotted pursuant to this resolution.

IDR-Holders have no right to attend, vote or speak at the Extraordinary General Meeting. However, holders of Coupon No. 3 of each of the IDRs (the "Coupon-Holders") may provide voting instructions in respect of the Shares represented by the IDRs in one of the following ways:

(a) If, on 27th November, 1989, such IDR is held in an account with Euro-Clear or CEDEL, by delivering voting instructions by 5.00 p.m. on 30th November, 1989 to Morgan Guaranty Trust Company of New York or Kredietbank S.A. Luxembourg at one of the offices specified below, together with Coupon No. 3 in respect of the Shares for which such voting instructions are given.

The Depositary will endeavour, so far as practicable and subject to any applicable provisions of law or of the Memorandum and Articles of Association of the Company, to exercise the voting rights attaching to the Shares represented by the IDRs in accordance with such instructions.

If, prior to 5.00 p.m. on 30th November, 1989, no such instructions are transmitted to the Depositary with respect to the voting of the Shares represented by any of the IDRs, the Depositary may exercise or refrain from exercising the voting rights attaching to such Shares as it thinks fit and may, if it thinks fit, give a discretionary proxy to a person nominated by the Company.

Copies of the Circular and forms of voting instructions (for use by holders of IDRs which are not held in an account with Euro-Clear or CEDEL) are available for collection by the IDR-Holders from Morgan Guaranty Trust Company of New York and Kredietbank S.A. Luxembourg at their respective addresses set out below. Further details of the IDR-Holders' rights to give voting instructions to the Depositary and the procedures to be followed, if the Ordinary Resolution is duly passed, to obtain delivery of new IDRs representing the Capitalisation Shares received by the Depositary or its nominees, are contained in the Circular.

DEPOSITORY
Morgan Guaranty Trust Company of New York
Avenue des Arts 35
1040 Brussels

AGENTS
Morgan Guaranty Trust Company of New York
1 Angel Court
London EC2R 7AE
D-6000 Frankfurt-am-Main
Kredietbank S.A. Luxembourg
43 Boulevard Royal
Luxembourg L-2955

Dated 17th November, 1989

WORLD TRADE NEWS

Glaxo expands Singapore factory

By Peter Marsh

GLAXO, Britain's biggest pharmaceutical company, is to spend \$70m expanding its production complex in Singapore. The money will be used to make the site the main factory for the basic chemicals needed for an important series of new drugs.

The investment, announced yesterday, is among the largest by British companies in recent years in Far East manufacturing operations.

It comes a few months after Imperial Chemical Industries said it would spend \$150m on a new chemical plant in Taiwan.

The Glaxo cash, to be spent over the next three years, is on

top of \$70m already invested at the Singapore site. The complex started up in 1982 and employs 225 people.

Glaxo plans to site at the factory the bulk of its worldwide production of the chemical ingredients needed for three new drugs.

The new ingredients, following standard practice in the world pharmaceutical industry, will then be transferred to formulation plants in other countries where the chemicals are made into medicines ready for sale.

The three medicines for which Singapore will supply the basic chemicals are omeprazole, for treating nausea associated with cancer therapy; ranitidine, an anti-ulcer medicine; and salmeterol, an asthma formulation.

None is yet on the market but Glaxo is in the late stages of compiling data to support applications to the relevant authorities so that the new drugs can go on sale. Some analysts believe the formulations could bring Glaxo large revenues of up to several hundred million pounds a year by the mid 1990s.

Glaxo said it decided on the Singapore investment because of its good experience in the country since 1982. Also it is a good international centre for transporting chemicals to the

US, which accounts for nearly half of Glaxo's sales, and chemicals in the Far East where the company hopes to build up its business in the 1990s.

Glaxo said the investment in Singapore did not mean it was reducing its commitment to manufacturing in Britain. The company has in the UK four of its five large plants for making basic chemicals, the fifth being the Singapore factory.

Glaxo already makes roughly half the basic chemicals sales for Glaxo's world sales of Zantac, its major drug which with annual revenues of more than \$1bn is the world's top selling pharmaceutical.

EC thwarts Colombian flower and banana sales

By William Dallimore in Geneva

COLOMBIA is being thwarted in its efforts to sell more cut flowers and bananas to the European Community. The situation is troubling some trade officials at a time when Colombia is being encouraged by Western countries to wage war against drug traffickers and to halt cocaine exports.

"It is time that the EC opened its market and put us on the same level as other exporters," said Mr Felipe Jaramillo, head of the Colombian delegation to the General Agreement on Tariffs and Trade (Gatt).

Colombia is the world's second largest exporter of cut flowers, mainly chrysanthemums and roses, after the Netherlands. But on the EC market it faces tariffs varying from 15 to 20 per cent, which are not applied to Israel and Kenya, two of its main competitors. Colombia is the only big supplier to the EC paying these high duties.

For bananas, Colombia has to pay the 20 per cent tariff imposed by all EC members except West Germany on countries not covered by the Lomé convention.

It pays an additional consumption tax in Italy and is subjected to restrictive quotas in other EC member states. Brussels has shown no interest in starting talks on this product, Mr Jaramillo said.

Bogotá feels it has been particularly badly treated over the flowers. Before the mid-term review by trade ministers of Gatt's Uruguay Round last December, it had been given to understand that the EC would cut its duty by half.

However, in its gesture on exports of tropical products from developing countries at Montreal, the EC reduced its tariff on flowers from 24 per cent to only 20 per cent for the period June 1 to October 31, each year and from 17 per cent to 15 per cent for the rest of the year. Colombia earned \$254m (\$161m) from flowers in 1988. They are its largest currency earners after coffee, oil products and coal.

Coca farmers could not switch to banana or flower cultivation, which thrives best in different parts of the country.

OECD seeks mixed credit reform

By William Dawkins in Paris

TRADE officials of the 24 members of the Organisation for Economic Co-operation and Development have agreed at a meeting in Paris this week that they should move ahead fast to reform the rules on the use of mixed credits, whereby governments hand out aid with export credits to encourage developing countries to buy their goods.

This leads to needlessly expensive subsidy wars which divert aid away from the most deserving cases and towards the most commercially successful developing countries, said

To this end, the world's top industrial countries are preparing

an international agreement to restrain the growing use of trade subsidies as a tool to attract Third World buyers for their exports.

National trade experts are to hold informal bilateral talks on controlling mixed credits over the next few months, to return to Paris for a formal meeting next spring, at which they could decide on more concrete steps.

Washington was keen to proceed fast on reforming mixed credits, against a cautious response from Japan, and to support its links with developing states in Asia, said observers.

Officials will also discuss a

Gatt queries traditional measures

By Peter Montagnon, World Trade Editor

TRADITIONAL trade remedy rules such as anti-dumping and safeguard measures may be difficult to apply to trade in services whose liberalisation is currently under discussion in the Uruguay Round of the General Agreement on Tariffs and Trade.

According to a paper written by Mr Bernard Hoekman of the Gatt Secretariat and Mr Michael Leidy of the University of Arizona for a recent conference on dumping, anti-trust and competition policy rules would be better than "imported" services are actually delivered by companies established and operating within the economy that consumes them. The specific nature of service products also makes it difficult to make price comparisons for dumping cases.

The paper suggests that any injury tests that are adopted for trade in services should be based on an economy-wide perception of injury rather than

allowing any special interest groups of consumers or producers to be singled out.

Some international trade officials also argue that it may not be necessary to write trade remedy rules into any agreement on liberalising trade in services, noting that no such rules were included in the US/Canada trade agreement or in that between Australia and New Zealand.

A further problem relates to the nature of the remedies that could be allowed.

Logically such remedies might have to provide for service companies that have invested in an overseas market to disinvest and unwind their operations there.

Texas Air in \$4.5bn Airbus deal

TEXAS AIR said yesterday it had placed firm orders for 20 Airbus Industrie A330 and A340 long-range aircraft and had options for 20 more for its Continental Airlines subsidiary, in a deal valued at \$4.5bn (\$2.85bn).

Reuter reports from New York. This is the single largest Airbus order in the US market to date.

The wide-body aircraft are slightly smaller than Boeing 747 jumbo jets and compete with the MD-11 aircraft of McDonnell Douglas.

The order is the second big aircraft purchase this week. On Tuesday, Delta Air Lines said it would spend as much as \$10bn on McDonnell Douglas aircraft, in

Airbus is a consortium linking manufacturers from France, West Germany, Britain and Spain. It was founded to provide competition to the US

dominated aircraft manufacturing industry.

In Paris on Wednesday, Airbus said it had reached a provisional deal to sell the Soviet airline Aeroflot its first Western aircraft.

A banking source in Paris said the preliminary agreement for the deal for up to 10 Airbus A330s hinged on the Soviet airline being able to obtain bank financing for the purchase.

At least two state-owned French banks – Crédit Lyonnais and Banque Nationale de Paris – are competing for the Soviet business, he said.

The deal would comprise firm orders for five of the twin-engine wide-body aircraft, with options on five more.

Estée Lauder scents Soviet success

Quentin Peel reports on a surprising new arrival in Gorky Street

SIXTEEN years ago Mr Leonid Smirnov, son and heir to the Estée Lauder cosmetics empire, attempted to barter perfume for control in the Soviet Union. The deal fell through because the two Soviet ministries involved could not agree on a price.

Yesterday, at No 6 Gorky Street, a prime downtown site in Moscow just a stone's throw from the Kremlin, a far more complex dream came true: Mrs Lauder herself came to cut the blue ribbon at a pink granite and stucco perfumery shop where her products will be sold for roubles.

That is the most startling fact about the whole enterprise and the reason why the Soviet authorities must be waiting with bated breath. For the first time a large volume of quality western consumer goods are going on sale to Soviet citizens for roubles, and the queues may well rival those at the tomb of Vladimir Lenin, just down the road in Red Square.

It also seems a startling line of products to choose for a cosmetics deal for the Soviet market at a time when the Soviet economy is desperately short of foreign exchange. Yet within minutes a crowd was gathering on a street outside and a traditional Soviet queue was trailing round the corner.

The prospect for the products is one of almost infinite demand. For Estée Lauder, the deal is the outcome of several years' painstaking negotiations involving a stream of Soviet state enterprises, to find Soviet products which could be exported to earn the hard currency to pay

for beauty products.

The company has signed a \$20m deal for its products over the next four years with Moscow's main city council and Mosgalantsetse, the council's trading arm for cosmetics.

The shop will sell to the public for roubles but the supplies will be paid for in dollars, according to Mrs Jeannette Wagner, president of Estée Lauder International.

Mr Lauder, president of the family company, admits that the market is huge and unpredictable. "We have shipped in huge quantities of our products," he said. "We expect to do as much business here as if

you had your sales at Selfridges, Harrods and Debenhams stores in London combined." In fact the plan is for a monthly supply of some 15000 roubles and prices have been set at a competitive rate against the black market for such products: 15 roubles for a lipstick and 140 roubles for a bottle of Knowing perfume.

"Intriguing" and "sensual" are Estée Lauder's newest perfumes for the knowing woman," the Russian publicity gushes.

So just how have they financed it? That is when all the partners suddenly become secretive. "It's very complicated," Mr Lauder said yesterday.

So will the shelves run bare or will the prices have to change, if the demand is simply too great? Mr Smirnov is confident: he has enough stock and has set the prices high enough. Or will the crowds number something about Made Ants, as they look at the shortages of basic foodstuffs and household goods in all the other shops?

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WATER PRIVATISATION

Councils issue asset writs

By Richard Evans

WRITS were issued yesterday against eight of the 10 former water authorities in England and Wales by 15 local authorities claiming compensation for future asset sales.

At stake is up to £13bn of assets transferred from local authority control when the regional water authorities were set up in 1974. The councils argue that compensation should be paid if these assets are sold by the privatised water companies.

However, the legal moves should have no impact on the imminent privatisation of the industry, as Mr Michael Howard, Environment Minister with responsibility for the water industry, has pledged full indemnity for the companies against any liabilities arising from the claims. References to the legal actions will be contained in the final flotation prospectus to be published next week.

All the former authorities are involved apart from Northumbrian and Wessex, but the situation could alter if more councils decide to join the campaign.

So far the councils involved are Birmingham, Doncaster, Epsom and Ewell, Exeter, Hastings, Hull, Kirklees, Manchester, Newport (Gwent), Norwich, Nottingham, Sheffield, Southampton, Thamesdown and Wolverhampton.

Their legal challenge is two-fold. First, it is contended that the 1974 transfer was of control but not ownership, and therefore should the assets be sold, the proceeds rightly belonged to the councils which until 1974 both owned and controlled them.

Second, it is argued that should the first contention not prove valid, then it must logically be the case that ownership was transferred and that local authorities that lost

assets were entitled to compensation under a 1845 Land Act or under common law.

Representatives of the councils, most but not all of which are Labour controlled, denied at a London press conference yesterday that their action was an attempt to disrupt the Government's controversial flotation plans.

Sir Richard Knowles, leader of Birmingham City Council which is claiming compensation of up to £77m, said: "It is not an attempt to stop, delay or disrupt privatisation. It is an attempt to win back for ratepayers what is theirs by right." He argued that the councils had a fiduciary duty to their ratepayers to seek compensation.

The Environment Department said that, based on legal advice, it was confident that the councils' actions were groundless and that there was no legal foundation for them.

Teaching plan stresses oral skills

By David Thomas, Education Correspondent

FINAL PROPOSALS to improve the teaching of English in 7-16 year olds were published yesterday by the National Curriculum Council, the body responsible for introducing the new national curriculum.

Previous plans to regard standard English — the grammatically correct form used in public discourse — as one dialect among many and to teach grammar only in context have been retained.

These plans were criticised by traditionalists, but supported by the great majority of respondents from within the educational world to the council's draft proposals published in June. The council has also rejected

the Government's request to give greater emphasis to reading and writing, compared with speaking and listening, in teaching English to 14-16 year olds.

Its insistence on ranking oral skills on a par with reading and writing is based on replies from both educationalists and employers to draft plans published in June. Mr Duncan Graham, the council's chairman, said yesterday: "Industrialists who responded emphasised the importance of speaking and listening."

The council published a consultative report setting out final proposals on the teaching of English to 7-16 year olds in England and Wales. Arrangements for 5-7 year olds have

already been finalised. Mr Graham stressed that the council's proposals would require pupils to understand grammatical terms. "We want to put more pride back into the language — and that requires knowledge of the language and its structure."

The council announced that it would monitor closely how well teachers cope with this aspect of the curriculum.

The programmes of study suggest that pupils would not have to speak standard English until secondary school, while they would be introduced to written standard English in primary school.

• English: Consultation Report, NCC, 15-17 New Street, York YO1 2ZB.

Significant increases in emissions forecast

By John Hunt, Environment Correspondent

MASSIVE increases in carbon dioxide emissions in the UK are forecast in confidential Department of Energy figures according to the Association for the Conservation of Energy (ace).

ace says that they show that the emissions — which come from fossil fuels such as coal, oil and to a lesser extent gas — will increase by 37 per cent by the year 2005 and by 73 per cent by 2020.

Carbon dioxide is the main contributor to global warming — the so-called greenhouse effect. The forecast is an embarrassment to the Government at a time when Mrs Thatcher in her speech to the United Nations has just called for international action to tackle climate change.

ace wants to see an expansion of the Government's programme of energy efficiency in order to reduce carbon dioxide emissions. But in fact, in the Chancellor of the Exchequer's autumn statement on Wednesday, the budget of the Energy Efficiency Office budget has been frozen for the next three years.

If inflation is taken into account it will effectively be reduced in real terms. Currently it is £15.6m next year it will be £15.04m, in 1991 £15.2m and in 1992 £15.6m.

The Department of Energy projections are based on the assumption of high oil prices and economic growth of 2.25 per cent a year. ace says the figures show a significant decrease in the nuclear power contribution to energy supplies by 2020 — down 14 per cent on current levels.

Protestants rail at 'blind injustice'

Kieran Cooke reports on a controversial conviction in N Ireland

men. The families of the four say they have received very little support from the unionist community in their campaign for the case to be re-examined. "People in this community seem to think the police can do no wrong," says Mr Bell. "We are on our own."

But there are signs of a change. Mr Peter Robinson, the Democratic Unionist MP for East Belfast, is compiling a dossier for submission to Mr Peter Brooke, the Northern Ireland Secretary. While nationalist politicians in Northern Ireland have for the most part stayed silent on the case, there are indications that the Dublin Government is interested in the fate of the Armagh Four.

Armagh was a very tame area in 1983. The Irish Republican Army (IRA) was on the offensive. So was the RUC, which had become involved in an alleged "shoot to kill" policy. Roderick Carroll, brother of the man murdered in Armagh and a member of the terrorist group, the Irish National Liberation Army (INLA), had been shot dead by the RUC.

The families of the Armagh Four say the RUC was under pressure to achieve results. They think the four became scapegoats, possibly to appease growing nationalist anger about alleged police discrimination. They feel several aspects of the case are suspect.

The police said the murder of Adrian Carroll was committed by the four UDR men, who that day were part of a police as friends, unlike nationalist activists, who are often specially schooled in counter-intelligence techniques.

The families say that the UDR men did not know where they were to patrol until shortly before the event, and so would not have known that

they themselves would coincide with those of the murder victim.

There is also the question of what the other members of the patrol were doing at the time of the shooting.

Much of the trial was taken up by the evidence of Mrs A, who said she had seen Mr Latimer, dressed in civilian clothes, getting into a UDR vehicle when Mr Carroll was shot.

The judge described Mrs A as a highly credible witness, despite some inconsistencies in her evidence. The judge rejected the evidence of two other witnesses, one who had a very close view of the murderer and remains convinced it was not Mr Latimer, and another who saw a car speeding away from the murder site.

The four had no known connections with paramilitary organisations. Their families say they joined the UDR out of a sense of community loyalty, but because the regiment offered one of the few sources of employment in the area.

Shortly after the murder of Mr Carroll, the Protestant Action Force (PAF), a cover name often used by the loyalist paramilitary Ulster Volunteer Force, said it was responsible. Last year, after a failed appeal against the convictions, the PAF repeated that it was responsible for the murder.

The families say that on several occasions during the trial, the Armagh Four were offered various deals in return for pleading guilty. They refused.

The Northern Ireland Office recently said it would examine any fresh evidence.

The four are convinced that the tide is turning in their favour. As one of them said: "No matter how deep the truth is buried, it will always dig itself out in the end. Just ask the Guildford Four."

"We, the UDR Four, called Castlereagh as innocent, native human beings," he wrote.

"Nothing in UDR training prepares a soldier for interrogation at the hands of experienced detectives. I was shouted and screamed at, called a UDR and screamed at, called a UDR and shouted down."

"I was slapped on the face, punched repeatedly on the chest and testicles until I fell to the floor. I was repeatedly told how I was supposed to have committed this murder on a guy I didn't even know. To cut a long story short, I was physically and psychologically tortured, brainwashed and degraded until I put my name to a prepared statement in order to get peace."

The four had no known connections with paramilitary organisations. Their families say they joined the UDR out of a sense of community loyalty, but because the regiment offered one of the few sources of employment in the area.

The trial judge said he was satisfied that confessions made by the four had been voluntary and the police had not acted improperly. He said it was incredible to think that a member of the security forces would admit to taking part in a sectarian murder if he was innocent.

The families say the judge was hostile to the defence case from the start. They say the four would have looked on the police as friends, unlike nationalists, who are often specially schooled in counter-intelligence techniques.

The four UDR men were arrested in early December 1983 and held in the special RUC centre at Castlereagh in Belfast. One of them, Noel Bell, recently wrote an account of what he said happened.

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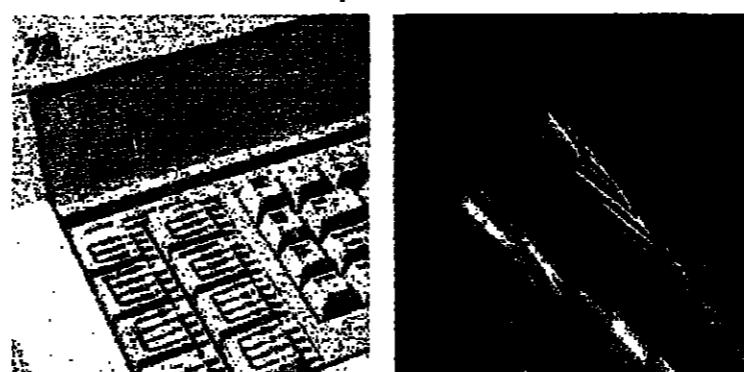
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UK NEWS

Unemployment forecast to rise to 1.75m by 1991

By Simon Holberton, Economics Staff

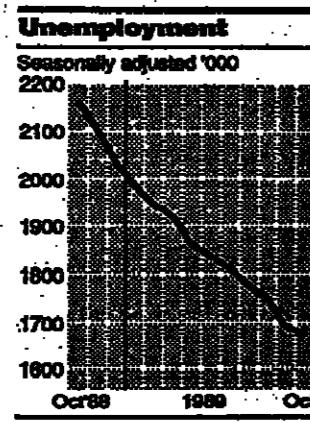
A SHARP RISE in pay costs and another large fall in unemployment yesterday reinforced the view that pressures from wage inflation in the UK have yet to peak, according to official figures yesterday.

But the Department of Employment's figures indicated that growth in employment in some regions in Britain may have ceased. The West Midlands recorded its first rise in unemployment since August 1986 and the number of jobless rose in East Anglia.

Next Wednesday the Government Actuary will publish his projection for unemployment in the 1990/91 year. This will show an 80,000 rise in unemployment from 1.67m this financial year to 1.75m in coming financial year — the first rise in unemployment since 1986.

The Government Actuary's estimate of future unemployment is used to determine National Insurance contributions and to assist the Department of Social Security in drawing a budget to meet unemployment benefit claims.

Mr Norman Fowler, the Employment Secretary, warned that "unjustified" pay settlements threatened the outlook for jobs. Echoing the Prime Minister and the Chan-



per cent higher than a year earlier, up from an 8% per cent rise in the 12 months to the end of August. Underlying average earnings in manufacturing alone also stood 9 per cent higher in September compared with a year ago.

Employment Department officials said that the rise in earnings was due to an upward drift in pay settlements, most notable in public sector services, and production industries such as electricity, gas and water, but also in manufac-

turing.

A quarter of the 20,000 fall in seasonally adjusted unemployment was accounted for by Scotland where the number of jobless fell by 4,500.

The Employment Department said that unemployment, adjusted for seasonal influences, fell by 20,000 last month to 1.67m and amounted to 5.9 per cent of the workforce. This, the 38th consecutive fall in unemployment, is the total and the rate of joblessness to the lowest since October 1986.

Over the six months to the end of September, unemployment has fallen by an average of 30,700 a month. Officials put the underlying fall in unemployment at about this level.

In September, the underlying rise in average earnings was 3

Bechtel led group wins power plant contract

By Maurice Samelson

A GROUP lead by Bechtel, the US engineering concern, was understood last night to have been chosen to build and operate British Coal's first commercial power station at Billinghamshire.

The 150MW plant is expected to cost £150m-£160m and will incorporate clean combustion technology designed to meet tight environmental standards as well as high levels of generating efficiency.

It is a joint venture between British Coal and the East Midlands Electricity Board, which will guarantee a market for its output.

Manufacturing companies in the north of Britain are reporting better trading conditions in both domestic and overseas markets than their counterparts in the south, according to the British Chambers of Commerce quarterly economic survey, writes Patrick Harverson.

The findings suggest that the Government's interest-rate squeeze is affecting companies more acutely in the south, where corporate and personal indebtedness is higher.

Bank seeks monetary control within EC currencies scheme

By Patrick Harverson, Economics Staff

MR ROBIN LEIGH PEMBERTON, the Governor of the Bank of England, said last night that the Bank of England would need to play a greater role in the running of monetary policy if the European Community were to adopt Britain's plan for competing currencies.

Speaking on BBC radio last night, Mr Leigh Pemberton admitted that he could see some "attractions" in the idea that the responsibility for maintaining a stable currency and stable prices through tight monetary policy should be taken "outside the political arena" and passed to the central bank.

had put forward the concept of an independent central bank to the Mrs Margaret Thatcher, the Prime Minister, over a year ago.

In the radio interview Mr Leigh Pemberton admitted that he could see some "attractions" in the idea that the responsibility for maintaining a stable currency and stable prices through tight monetary policy should be taken "outside the political arena" and passed to the central bank.

In Brief

BP plans Scottish expansion

British Petroleum unveiled plans for a £550m expansion of its Grangemouth refinery complex near Edinburgh in Scotland. The project will create up to 2,650 jobs during a two year construction phase set to begin in 1991, and about 300 jobs during an earlier design stage.

Heathrow terminal plan

A £25m improvement scheme at Heathrow's Terminal 1 for passengers on domestic flights has been given the green light by BAA.

Mobil gas find

Mobil, the US oil company, has discovered a gas reservoir 6km from its unmanned platform at the Camelot field.

Correction

In an article published on 8 November concerning the way other local authorities were responding to the recent High Court ruling that Hammer Smith & Fulham council was not empowered to engage in swaps, we stated that Haringey council had circulated its bankers saying that it would not make or receive payments while it sought legal advice. This was incorrect and we apologise for our error.

Survey reveals poor state of training in British companies

By John Gapper, Labour Editor

BRITISH companies tend to train employees only when forced to by short-term business needs and many workers have never had any vocational training, according to a Government study.

The Ebbw Vale workforce, represented by the Union of Democratic Mineworkers, will be offered shares in the power station. In exchange, they have tacitly assured the consortium and its financial backers, Kleinwort Benson, that its operations will not be disrupted by industrial action.

About two thirds of employ-

ees questioned said they had not undergone any training in the past three years, and more than 40 per cent could not imagine themselves undertaking any training.

The results of the most extensive inquiry into the state of vocational training in Britain, were yesterday described as "mind-boggling" by Mr Norman Fowler, Employment Secretary.

But it concluded that British employers tended to concen-

Power chief calls for price rise to promote efficiency

By Maurice Samelson

ONLY A "significant" increase in electricity prices would produce the standards of efficiency needed to meet the industry's tightening environmental regulations, said one of Britain's top electricity industry officials yesterday.

Mr Robert Malpas, chairman-designate of PowerGen, the generating company, said "significantly higher prices" were needed not only for electricity but all forms of energy — petroleum, oil, gas, jet fuel and diesel oil.

He was giving the opening speech at the FT International Electricity conference in London attended by about 300 delegates.

Noting that Britain was the only country which did not apply Value Added Tax (VAT) to electricity sales, he said the imposition of high electricity prices via a VAT tax mechanism would "raise howls of protest." But it was "by far the best option around" to reduce waste and environmental damage.

As evidence of how price signals influenced behaviour, Mr Malpas compared pricing and energy consumption in Japan and Sweden. Japan, with electricity prices three times higher than Sweden's, used much less energy per unit of Gross Domestic Product than Sweden. Its higher energy prices also seemed not to have inhibited Japan's economic success.

Referring to the need to reduce emissions of carbon dioxide, Mr Malpas said he found the concept of a carbon tax on the consumption of fossil fuels "appealing", although it would be difficult to assess the precise total effects on the environment of various fuels.

Mr Rémy Carde, deputy general manager of Electricité de France, the French State power utility, highlighted the economic and ecological benefits of nuclear power, which now accounts for more than 70 per cent of France's electricity.

Besides securing French independence in the energy market, it eliminated the need to produce "hundreds of millions of tonnes" of carbon dioxide, thereby avoiding an intensification of the greenhouse effect. It also avoided the emission of millions of tons of sulphur and nitrogen oxides which destroyed forests.

Nuclear power gave France some of the lowest electricity costs in Europe and a buoyant export trade in electricity.

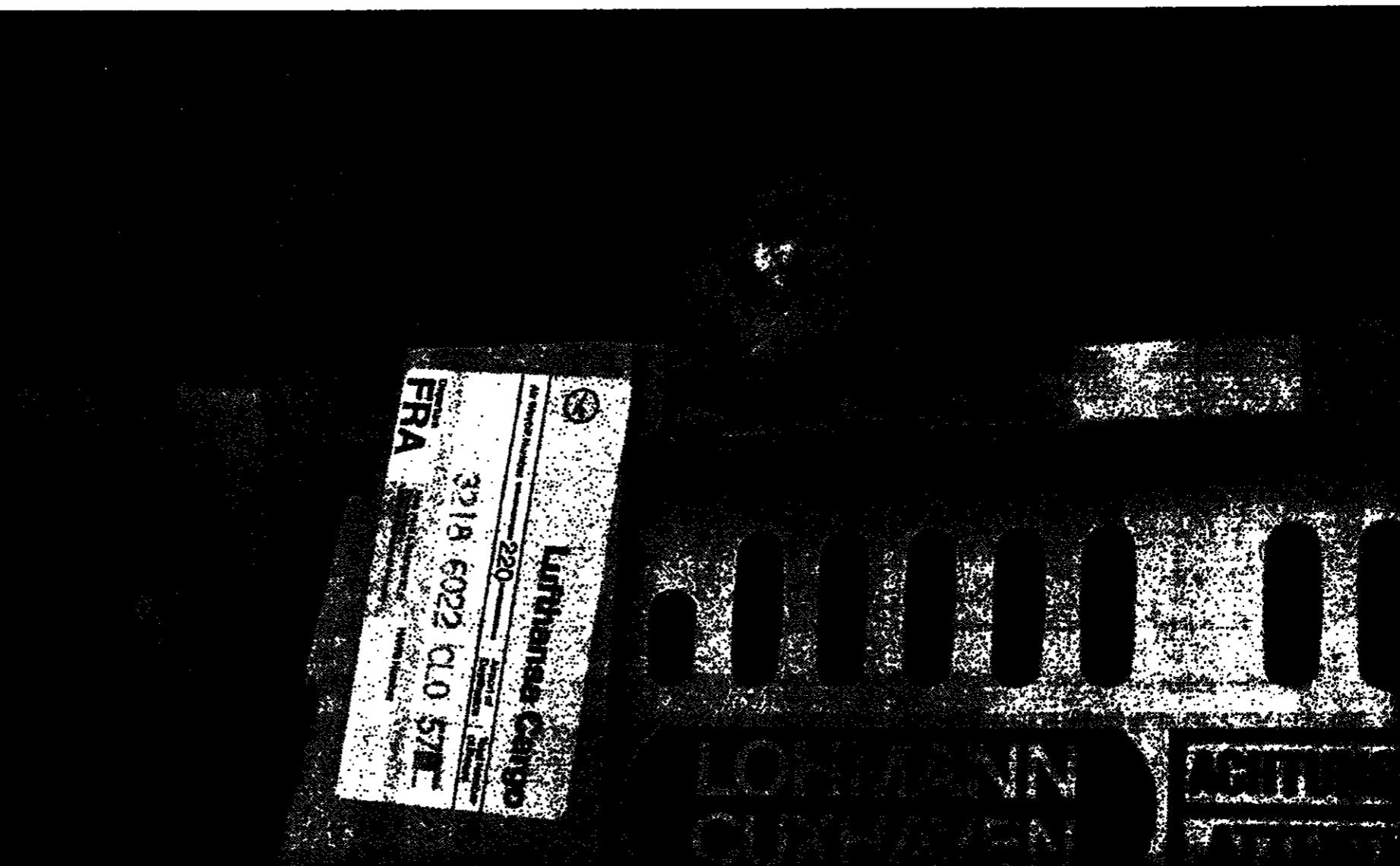
Mr Carde called for greater co-ordination of Europe's electricity market and said this should start with greater trade between utilities.

The fundamental aim was to optimise production and transmission systems for the good of all concerned. In the past, optimisation of capacity had been achieved within individual countries but never on a European level. While power plants sometimes operated in some countries, less expensive plants remained shut down elsewhere.

Discussing the evolution of the American electricity market in the 1990s, Mr David Penn, general manager of Wisconsin Public Power, said that he feared the US could move from a period of "extreme excess capacity" 15 years ago to one of growing shortage.

New capacity included a few central units under construction for some time. But it was becoming dominated by

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PROPERTY RESEARCH 2

David Lawson looks at approaches to developing an international investment strategy

The search for global market information

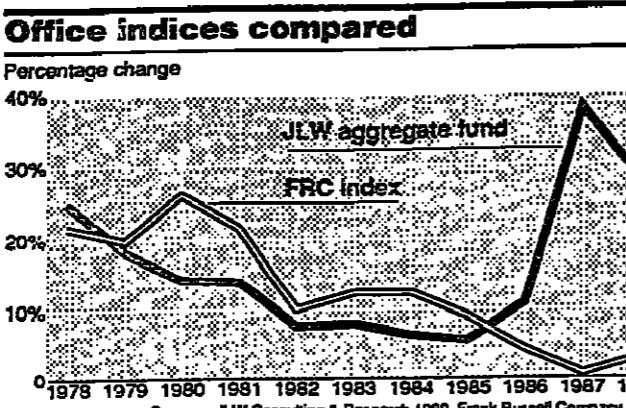
THE WORLD is far too wide for many property investors. They like their own back yard, with familiar buying and selling customs and no complications like exchange controls, currency fluctuations, withholding taxes and strange legal systems.

But such parochial views are being eroded by closer meshing of economies and the realisation that it does not always pay to have all your eggs in one basket.

Equities and currencies are routinely traded across national boundaries as a method of spreading risk and returns, but they flow through exchanges blessed with instantaneous links and a plethora of market information.

The global property market is evolving much more slowly, however, partly because of natural frictions but also because accurate information is less easy to find.

Not everyone is slow to take up the new challenge, however. The Dutch, Japanese and Swedes are venturing abroad for property they cannot find at home. Jones Lang Wootton says the £1.8bn invested by foreign buyers in central London last year matched the total net UK property investment by domestic institutions. The picture is similar in Brussels, Frankfurt and Paris, and



OFFICE MARKETS RETURN CORRELATION		
	8 years data	11 years data
LOCAL CURRENCY		
London West End/Paris	-0.16	-0.14
/Brussels	0.61	0.58
/Frankfurt	0.56	0.53
Paris	-0.45	-0.30
/Brussels	-0.12	-0.08
Frankfurt	0.54	0.54
DE-MARK		
London West End/Paris	0.27	0.28
/Brussels	0.72	0.69
/Frankfurt	0.57	0.52
Paris	0.27	0.27
/Brussels	-0.01	-0.01
Frankfurt	-0.59	-0.60

Source: JLW Consulting & Research

research teams are going into overdrive to satisfy adventurous foreign buyers.

"British funds have been slow to move into strategic analysis," according to Mr Colin Barber at Richard Ellis. Overseas investors such as the Americans, however, are spearheading the drive for more comprehensive market studies as they target Europe as a major source of property investment over the next decade.

"But at least they are asking leading UK surveyors to do this research, so the British are well ahead of other European consultants," he says.

UK funds still have a tendency to work on the "next

best place principle". Once they have made the decision to go international, they tend to focus on individual countries rather than looking at an investment spread based on scientific risk and return forecasts.

Building an international portfolio involves correlating a large range of factors which may influence income and capital growth in each market and setting these against possible risks. A league table can be built according to the relative attractiveness of various cities but it would be pointless to buy in only the best one, since this means putting eggs once again in a single basket. Nor is it wise to spread merely

between the top few performers, since they may all rise or fall together. The researcher's task is to discover how markets perform relative to each other and plan a spread across those which go in different directions to cancel out variations - negative correlation in statistical jargon.

In one study for an overseas government institution with a potential £500m to spend, Richard Ellis compared 10 cities around the world. Researchers looked at the economic background and prospects, social and political factors, taxation, lease structures as well as rental performance. This gave profiles of potential returns to set against a theoretical risk

estimate determined by the deviation of performance from each market average.

Computers can work this out, but the human factor has to intervene. Tokyo, for instance, might come out top on the computer estimates but market experience reveals that property is rarely traded in large Japanese cities. Madrid has also performed well but may not have the big buildings necessary for an investor looking for large lumps of bricks and mortar.

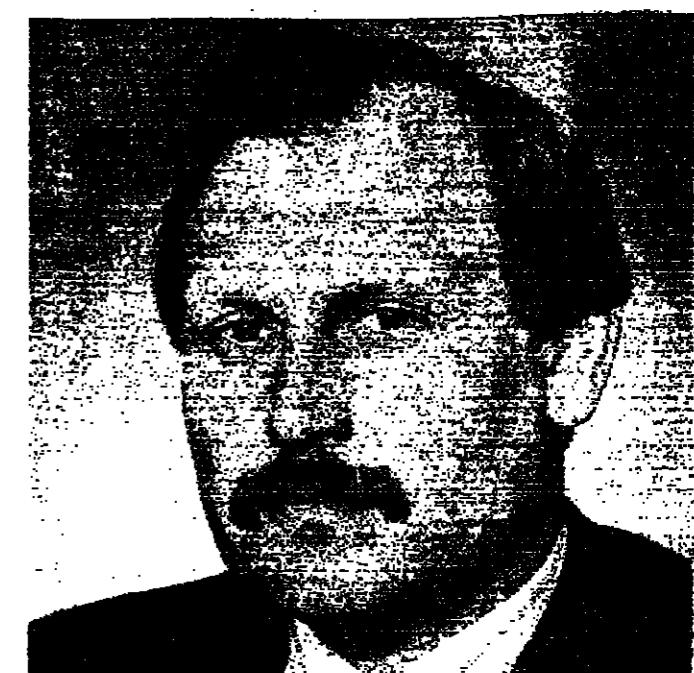
Performance varied in the RE study between 7 and 37 per cent annual growth over a decade and risks worked out to factors between 4 and 10. The final choice eliminated the best

performer, Hong Kong, because it also showed the highest risk. Amsterdam, with the lowest risk, dropped out of the reckoning because it also had the poorest performance.

The final choice boiled down to a spread of investment across seven cities, each taking various amounts of investment varying from 30 per cent in London to 5 per cent in Madrid. Mr Baker said this would show an overall performance of 22 per cent, which was less than some individual cities but involved a risk factor of only 3 - well below the lowest level in any one city.

Not everyone is happy that this sort of analysis is as sophisticated as it is cracked up to be, however. "Research may be overstepping itself through the uncritical application of skills developed in other markets blessed by better data," says Mr Gerald Blundell, of Jones Lang Wootton.

Investors buying this information deserved to be cautioned. He questions whether risks were adequately measured by some techniques, but his main worry is the lack of comparable property data. Reliable recommendations depended on correlations between markets remaining pretty much the same but, if too few observations were used, conclusions could change significantly with



Gerald Blundell: research may be overstepping itself

the addition of each new year's figures.

International risk/return comparisons were born in an equities market which could boast hundreds of asset price observations in measuring risk, he says. Outside the US, Britain and a couple of other countries, however, there were no regular indices of market performance.

He condemned one published study that used only 10 observations of rental growth. Four European cities measured as an example over nine years showed the desired negative correlation, reducing the chance that each would simultaneously produce high or low returns. But extending the data over 11 years changed all

but one of the measures. A mere two-year difference in timescale might not change the choice of markets but would question the weight of funds allocated to each one. Mr Blundell concludes.

Other weaknesses he fears in these international comparisons are that values change radically according to the chosen currency and analysis of past trends takes no account of all-important likely future returns.

He encourages international property investors to get all the help they can, but leaves a warning that researchers should be able to analyse and process numbers could outrun the quality and availability of basic data.

CONFERENCES

Opportunity to talk shop

THE INCREASE in demand for property research over the past decade has also spawned a need for industry professionals to be able to catch up on the latest research developments and increase their technical expertise.

This is partly catered for by training courses that professional organisations and private companies organise. But an increasingly popular way for the latest ideas and techniques in the property research field to be discussed is at conferences. "The majority of conferences seem to have a European angle at the moment," commented Miss Turkington.

Research will also rear its head in many other conferences related to property development. Organisers noted that in many conferences related to property development, these would often be reserved for a speaker on research. Indeed, as the larger developments become ever larger, research has an increased role. The techniques used in such research then have a ready audience.

This is particularly true of conferences on the large development projects such as the Channel Tunnel. Conference organisers say that this reflects a considerable increase in demand by industry, investors, academics and professionals.

Ms Patricia Connolly, director of Henry Stewart Conference Studies, a leading conference organiser in the property field, said: "We believe that a good conference organisation must empathise with its market. We're great believers in answering questions the industry asks. One has to be careful about arrogantly answering questions that one believes the industry ought to be asking."

The draw of a meeting of a wide range of practitioners and users involved in research into recent big property developments also makes conferences an essential forum for the industry, the organisers explain.

Furthermore, the heightening of competition among researchers has boosted interest in conferences. "There has been a general surge in interest in the need to increase business awareness and conferences can help," said Miss Turkington.

The need for professionals, investors and academics to increase their knowledge in a number of new areas has been a source of interest. Three main areas stand out: financial developments in the City of London; new technology; and property development.

According to Miss Turkington, the industry is keen to learn about latest developments in the City, particularly areas related to the financing of property development.

There is a growing two-way meeting of minds on such topics as securitisation and financial deregulation. The initiative comes from the profession," she says.

The growth of new technology and the need to learn more about what is regarded as a

technical but vital area has also led to interest in conferences. "There is a growing awareness of new technology in the industry and this has been reflected in the conference arena. For example, how computers can be used in large surveying practices," Miss Turkington says.

The approach of 1990 and the developments associated with the single European market, not just on the industry but also on the professionals, has boosted attendance at conferences. "The majority of conferences seem to have a European angle at the moment," commented Miss Turkington.

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FIFTY OFFICES IN EIGHTEEN COUNTRIES

John McCallum

John McCallum

PROPERTY RESEARCH 3

David Lawson on the importance of research at the concept development stage

When it doesn't pay to follow your nose

CITY SKYLINES are littered with property failures. Not just the obvious eyesores, but some quite inoffensive office blocks and shopping malls which are never quite full, or produce returns always a little less than comparable investments — perhaps a lot less. The legendary "nose" for markets meant to ensure that top developers put up the right product in the right place at the right time is not infallible.

No industrial manufacturer in a fast-moving and complex market would put \$10m into a new product without extensive research. Yet some building producers still gamble as much as this by putting the cart before the horse. They make key decisions such as the location and character of schemes

before checking local factors and potential occupiers' needs — by which time it is too late to overcome basic errors.

"Very often, researched market input is extremely limited," says Mr Julian Wells of Jones Lang Wootton. He blames pressures to get planning permissions and to move quickly into developments. But why should a developer wait when the evidence of comparable buildings seems obvious? The answer is that comparisons are not always straightforward, and the obvious may not always prove right.

A back-office scheme confidently started in an area that has proven attractive to relocators might, for instance, look shaky when studies of the local market show that labour is in

short supply. A waterfront site with attractive but obsolete buildings would appear ideal for speciality shopping on Covent Garden lines until doubts began to emerge on accessibility and local spending power — when perhaps it is too late.

The function of research at the concept development stage is not so much to target individual potential occupiers but to establish broad market characteristics," says Mr Wells.

For some very large schemes, such as the regeneration of Kings Cross in London, that means looking forward a decade or more to estimate the impact of decentralisation and new infrastructure like the Channel tunnel link. Changes in car ownership, leisure patterns and demands for a better

working environment have to be anticipated.

Big schemes also create their own markets, rendering local statistics about demand and rent levels invalid. Researchers have to go back to basics to validate such large investments. A big business park being handled by JLL required sophisticated research to determine whether it could draw relocating companies to an area where there was no comparable development and a history of low rents which could not justify the high-cost outlays. That involved collecting a new base level of information by interviewing both locals and outsiders to determine their interest and their reaction to potential rent levels.

Some developments which appear attractive in terms of local statistics also fall down after deeper investigation. A major fund interested in a proposed new shopping centre in a prosperous area of south London asked PMA, the independent property market analysts, run by Prof David Cadman and Richard Barnes, to assess the investment. It found a favourable planning climate, good access and parking and an affluent population with high spending potential. Everything looked favourable — the sort of situation which would appeal to a developer's "nose" for a good deal.

But PMA also looked critically at two large and successful shopping centres which already drew custom from the area. It decided that the new

scheme would have to create a major change in local shopping habits if it was to succeed. That looked all the more unlikely because yet another scheme was already under way in the next town, and would get first crack at the market, while other centres with overlapping catchment areas were also being upgraded. Target rents would not be achieved, and the competition meant long-term growth was also doubtful.

Early market research, therefore, helped the fund to decide against what appeared to be a good deal but which was likely to have been a poor long-term investment.

This well-orchestrated assault on the instinctive developer's nose has not com-

pletely killed intuition, however. "Research in the early stage of schemes cannot be a purely mechanical exercise," says Mr Wells. Experiment and risk are inevitable with a new product, whether a landmark development, radical type of building, or an untested location.

Even the most painstaking market research cannot produce comprehensive conclusions on a product no one has seen because end users tend to be conservative and unimaginative. They balk at the unfamiliar. "For instance, a major development can transform the image of an area, yet the majority of people cannot see the potential until it has been realised," says Mr Wells.

In most cases risks and returns can be fairly accurately predicted and investment decisions improved by early research. But where frontiers are being pushed back, imagination and creativity still has a role in the interpretation of results.

Mr Wells: intuition still alive

SOME PEOPLE get the most self-destructive urges. "After a long, liquid lunch, I once pulled out a report about office over-supply and sent it again to a client with 'I told you so' scrawled across the cover," says one researcher. Luckily, the developer had a sense of humour. He accepted it with good grace that it had genuinely triggered his office block's world face stiff competition for tenants because so many others were being built at the same time.

Sector analysis is the most public face of property research, but a good deal of the work goes on behind the scenes in private advice for large clients. They can sway opinion, but most analysts come to terms with the fact that some of their best work falls on deaf ears. Developers will often act like drivers who refuse to wear seat belts: they accept that dangers exist but insist that accidents always

happen to someone else. Investors are more attentive, but a single report rarely turns their heads. They often wait until everyone is saying the same thing in high-profile public statements.

"A vast amount of sector information comes their way," says Peter Evans, head of research at Debenham Tewson & Chinnocks. "It is impossible to specify the exact impact on letting or funding each report will have." He looks on the half-dozen or so major published works his department produces each year as part of a "trickle effect". They are much less likely to change minds than the private studies for

specific projects which make up the bulk of most consultants' workload, but they do create a warning by Mr Robin Leigh-Pemberton, governor of the Bank of England, about bank lending for office development. This knocked the stuffing out of property shares, particularly heavily-borrowed second-line companies, yet the pattern everyone seemed to expect. They pointed out that potential over-supply would ease as developers postponed projects. In fact Savills had also made this plain in a caveat to its findings, but this had been overlooked.

A similar effect occurred over a recent year by Savills on the central London office market. Mr Charles Sanderson, director of the agents' City Business Group, said over-supply and rising vacancy rates suggested that both the City and Docklands faced "serious problems" over the next decade. Rents for second-hand space would need to be cut by as much as 30 per cent after refurbishment. Headlines bloomed as nervous observers scented a crash to compare with the mid-1970s disaster.

The stock market panicked, yet the message was ignored until the outside world was made sensitive to danger signs by the general problems of the economy. Yet top analysts already

knew how much supply was in the pipeline and had cut share values accordingly, leading to record discounts to net assets. Two contemporaneous reports from Richard Ellis and Jones Lang Wootton which played down the gloom were ignored because they did not fit the pattern everyone seemed to expect. They pointed out that potential over-supply would ease as developers postponed projects. In fact Savills had also made this plain in a caveat to its findings, but this had been overlooked.

"The development pipeline is being turned off and we are close to the turning point," said Mr Sanderson in a magnificently-mixed metaphor. So

three reports on the same sector saying broadly the same thing had totally different impacts on a market which already knew what was happening. With that sort of logic, it is not surprising that researchers sometimes throw up their hands in despair.

They rely at the end of the day on explaining the ramifications of sector research to specific projects in which their clients are involved. Whether they take any notice is their affair. But analysts considering resubmitting ignored suggestions should remember that very few want to be reminded about their errors.

David Lawson Mr Evans: sees a trickle effect

Sector analysis: some of the best work seems to fall on deaf ears

Impact depends on presentation and timing

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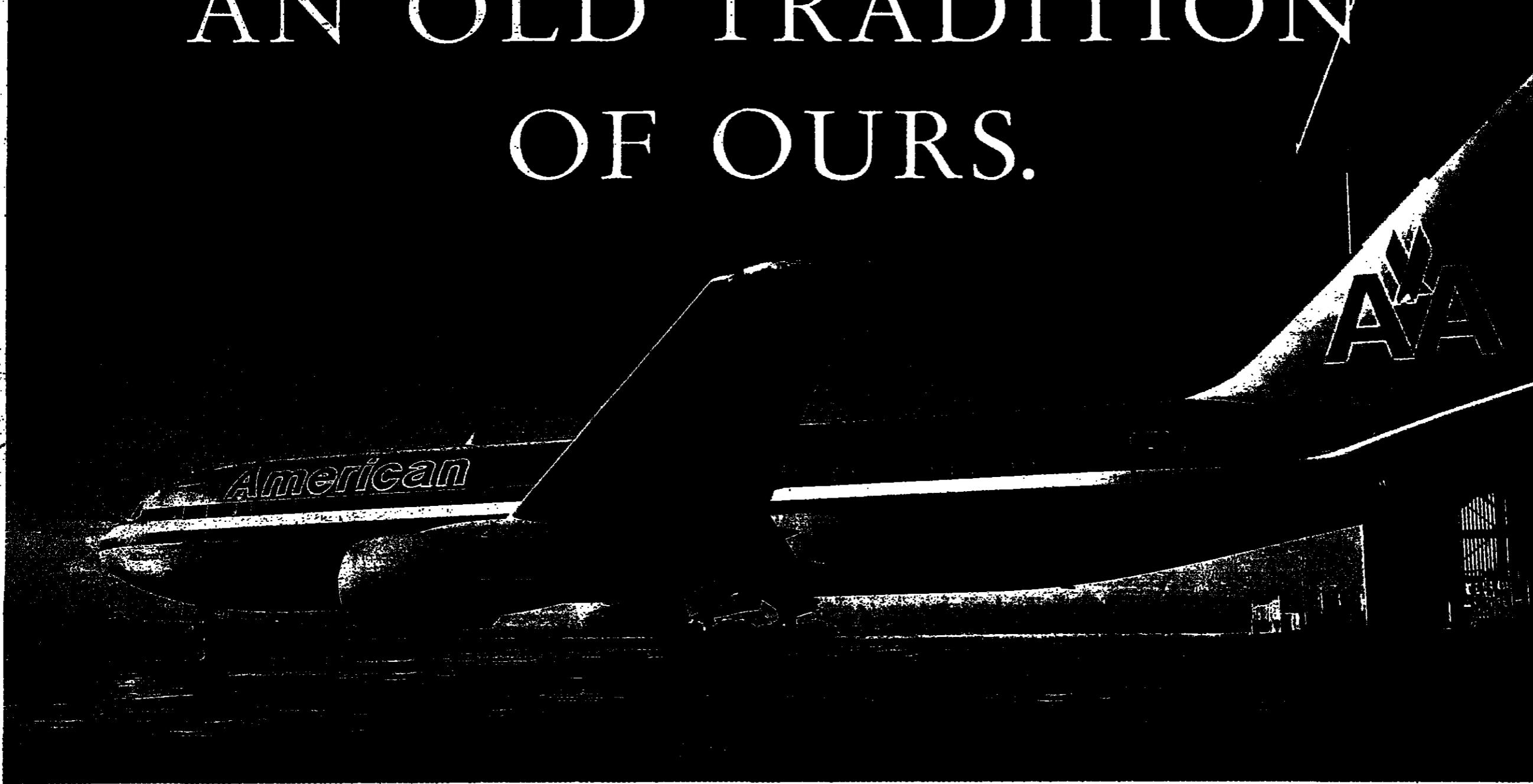
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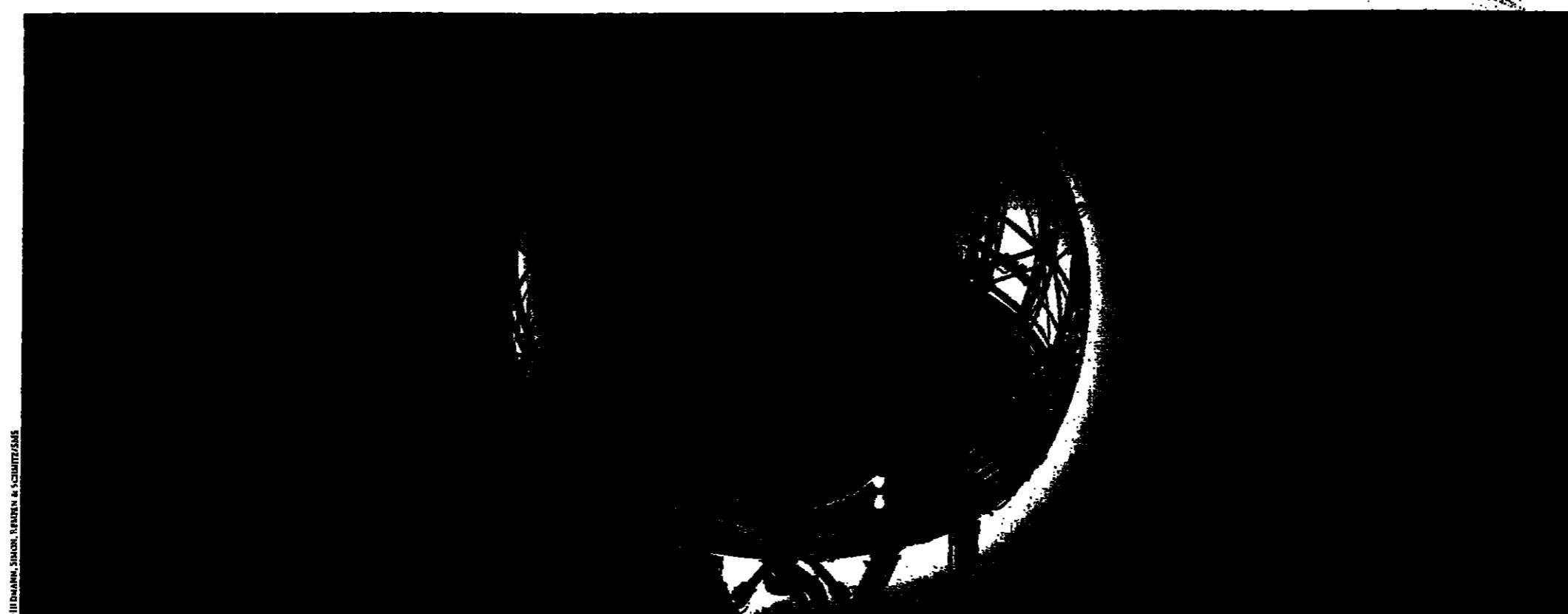
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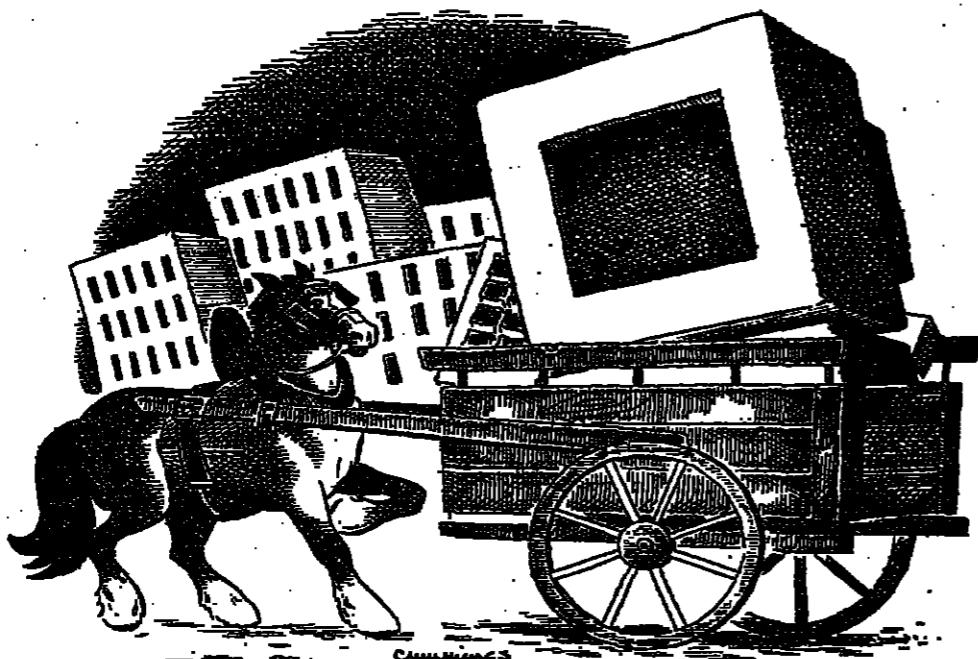
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Information networks

Pulling and pushing in different directions

Kevin Brown reports on a study which argues that companies must restructure to realise the potential of technology



aspects of telecommunications supply and operation in France, Spain and Italy restricts the alternatives available to companies, especially in the latter two countries, where regulatory rigidities are combined with technological backwardness.

In the US, by contrast, three decades of gradual liberalisation have created an environment in which companies have a wide choice of equipment, management and control systems, free of interference from government agencies.

Why should this be so? A principal reason is the different national regimes for telecommunications with which companies are confronted, especially when attempting to build a network which crosses national borders.

The OECD/Brie team looked closely at differences between the liberalised regimes in the US and Britain, partially deregulated Japan and West Germany, and strictly regulated France, Spain and Italy. They concluded that the degree of regulation clearly affects the availability of network technology.

For example, the enduring state monopoly on most

access to advanced telecoms systems

This is seen as the best method of providing for widespread, integrated use, and is being used by many large companies, including Matra and Banque Nationale de Paris.

In the US, companies have a larger menu of technological choice, but the diversity of network alternatives has created a fragmented system in which it is difficult to integrate incompatible electronic mail and data interchange (EDI) systems.

The problems are graphically illustrated by the experience of Bank of America, one of the companies studied by the OECD/Brie researchers. The bank can only link its network to major customers by developing dedicated lines, developing common inter-network operating rules, and developing a shared sub-network to run common applications without involving either of the parent networks.

The research indicates that

Banque Nationale de Paris, on the other hand, is more limited in its choice of technology, but can communicate easily with its major customers through the integrated public network.

The conclusion, says Bar, is that the key to a successful regulatory regime is flexibility, and that this should be the prime policy goal of OECD regulators. But that is only half the battle.

The case studies also show that the effective use of networks requires companies to accept the need for substantial internal restructuring if they are not to waste much of the potential of the technology.

The most significant constraints on effective use of telecommunications are not regulatory but organisational and methodological — reflecting the difficulty of adapting the organisation to the technology, and of measuring and evaluating it in action.

most companies go through a three stage learning process in which they first automate existing paper systems, then gradually identify the shortcomings of the automated system, and finally reorganise their activities to take advantage of the potential of the technology.

The most graphic example of the potential difficulties is Bank of America, which found itself with around 130 different networks after the initial automation phase. Branch staff often had four or five terminals on their desks, and telephone calls on private networks often had to pass through two or three satellites to cross town, with the inevitable result that staff bypassed the company's own system by using the public telephone.

Eventually, BoA re-organised its departmental structure in order to integrate the different networks.

Many of the companies studied by the OECD/Brie team were clearly still in the first phase of automation, and were able to demonstrate only partial benefits from the technology they had installed.

But all had hit problems, and there was a clear correlation between the sophistication of the system and the extent of the struggle to realise the available benefits.

For example, Kevin Morgan, the Sussex University researcher who carried out the UK research, concluded that Courtaulds, the British chemicals and textiles group, would reap significant benefits from a planned network linking design, manufacturing and retailing. But it would have to equip its textile manufacturing plants (now being demerged) with more automated and flexible machinery to prevent them being swamped by production increases elsewhere in the supply chain.

The OECD/Brie study makes no firm recommendations about how companies can avoid the kind of problems which have beset the pioneers in this field. The European Commission is considering funding a further study which may answer some of the questions. But two themes emerge fairly clearly: that regulatory liberalisation is not necessarily a panacea for information problems; and that establishing networks is likely to be painful as well as expensive.

* *Information Networks and Business Strategies: Issues for Competition and Information Technology*, OECD, 2 Rue Andre Pascal, 75016, Paris.

Motivation

Power of the limelight

Michael Dixon ponders on the notion that employees work better when they are the focus of outside interest

method, and continued with a series of studies which lasted from 1923.

The main finding was that the performance of groups of workers, far from being machine-like, did not depend solely on their abilities as individuals. Their output was strongly influenced by the social interactions between them.

Even so, the best remembered legacy of the studies — the "Hawthorne effect" — is the conclusion drawn from the first crude experiment with the lighting. Workers respond to punishment, there are few motivators with a longer pedigree.

The incentive power of putting workers in the spotlight was discovered by accident 65 years ago by managers at the Western Electric company's plant at Hawthorne, Chicago. Wondering what strength of factory lighting would be most conducive to high output, they experimented with groups of workers.

They began by brightening the light for one set, leaving it unchanged for the other. The result, while satisfying, was an enigma: both groups increased their production.

Thereafter the same thing happened whatever adjustments were made to the lighting. Even when it was dimmed to the point that the workers could barely see what they were doing, the output was yet another rise in output.

Renamed, the company called in Professor Elton Mayo, an Australian-born psychologist from Harvard Business School. He and his research team refined the experimental

up the development later, however closely they imitate the pioneer's methods. Being first in a field brings with it a show of status which, as long as it lasts, generates extraordinary commitment throughout the workforce.

Unfortunately the same effect can also be a handicap, especially now economic and technological upheavals increasingly require marked changes in companies' operations. People openly admired as model workers tend to become so committed to their ways of doing things as to be blind to the possibility that other methods exist, let alone their own need to adopt them.

An illustration is Finland's Kaskinen pulp works which opened not long ago as the exemplar of low-cost bulk production of bleached pulp, with a planned prototype capacity of 250,000 tonnes a year. It attracted widespread attention, and its workers responded by successively raising the actual output to 350,000 tonnes without any increase in investment or staffing.

Meanwhile, however, the achievement of lower production costs elsewhere and shifts in Finland's economy have put the works' survival at risk unless it diversifies its activities. The trouble is that, far from finding it easy to persuade the workers to learn the necessary new approaches, the management is hard-pressed to get them to unlearn the old ones.

* *Sunderland Park Management Review*, vol 2, no 4, 1989.

of Pilot Air Freight gaining a three-year contract with GTE which took three years. At IBM's Traffic Control Materials Division, they talk of 18 months. It's all about long-term relationships, getting to know the key buying influencers and modelling their thinking. But this takes a lot of time.

Lilja and Greco say the Hawthorne effect may help to explain why organisations that pioneer an industrial breakthrough tend to achieve results rarely matched by those taking

These abstracts are condensed from the *Management Abstracts* series. Lateral copies of the original articles may be obtained at a cost of £1.50 per article, £10.00 per issue, £30.00 per case. Order from Author, 22 Pall Mall, Bradford, West Yorkshire BD9 4SY.

Management abstracts

The impact of employee share ownership. *J Hyman et others in Employee Relations (UK)*, No 4 89 (8 pages)

Examines the growth of employee share ownership schemes (both discretionary and all-employee schemes); uses share scheme data from two companies in the brewing and food industries to explore management objectives, employee responses and scheme consequences. Finds a

divergence between objectives and responses, with little evidence to show that share schemes reshape employee attitudes or change trade union/industrial relations activity; indeed, finds signs that share schemes may lead to divisive behaviour and disorientation within firms.

Long-term sales: the ultimate in selling. *M Everett in Sales & Marketing Management (US)*, Aug 89 (7 pages)

By long-term sales we are talking about a process from initial contact through to sale that can take years, eg the case

TECHNOLOGY

Surfaces worth enhancing

Nick Garnett visits Yamazaki's automated machine tool production factory in Japan

Robots operating on a long leash



Yamazaki's factory floor at Minokamo

than 2km of walkways and 1,100 metres of catwalks.

Minokamo is producing 200 to 400 completed lathes and machining centres a month, each with at least 200 principal components.

The company claims that it makes 70 per cent of the machines in-house

yet Minokamo employs only

500 people, 350 of them in

production and design. Machine

operators earn ¥200,000 (\$1,760)

a month before tax.

The equipment is linked

through computer and requires minimum human intervention.

The plant has 208 metal cutting machines, many of which are housed in 12 flexible manufacturing systems — banks of machines linked by computer.

Sixty robots assist with handling.

Fourteen automatic guided vehicles (AGVs) trundle about on 7km of floor wire that acts as the guidance mechanism.

The 30-metre high warehouse has 27,000 compartments

which can hold components of

up to five tonnes in weight.

The plant works 24 hours a day but the midnight to 8am shift is unmanned. During this period, the AGVs, with load capacities of up to 30 tonnes, are programmed to deliver 2,500 different types of parts to 450 production stations.

The AGVs play music, a robot greets visitors at the plant entrance and the company uses the plant as a showroom — some 95 per cent of the machines used there were

made by Yamazaki.

The fabrication bay starts with automated machines as large as half a house holding metal sheets of varying thickness. A vacuum "hand" which moves like a snake along a track selects the sheets and moves them to a bank of seven laser cutting machines. After cutting, they are transferred automatically to modern press brake machines for bending.

Operators assemble the parts into "kits". The items are selected by bar codes and bar code reader terminals. The kits are stored in open racks, rather like a mail order catalogue house. The welding and painting booths are automated.

Hirokazu Moteki, the plant's general manager, says the biggest problem in putting the plant together was software.

"Plenty of bugs," he says.

The company says these problems have been sorted out and it is trying to extend its computer-controlled systems, at the heart of which is an IBM 4381 computer. The plant is not a fully computer-integrated plant. It claims to have a direct computer link from parts design to the fabrication machines but it has not yet managed to link component design directly to machine setting machine tools. Ordering from supplier and subcontractor is done through a normal paper system and by telephone.

The plant operates on a one-month production schedule. Programming is done by shopfloor operators rather than a special team.

Minokamo once carried

on average, two months of stock. Managers say it now carries

just two weeks of components, which includes the period when they are being prepared and installed into complete machines.

and a strong programme of new products is being adhered to.

The Tsukuba plant will produce 200 machines, equipment which cuts metal through spark erosion. FANUC's business is still small in this area.

It is developing laser cutters which it has only recently moved into, as well as injection moulding machines.

Its motor and robot technology is being continuously refined. It already

produces a special lubrication system allowing an AC motor to operate at 20,000 revolutions per minute. And it sells a high-speed robot arm which

can rotate at two times per second, with an accuracy of plus or minus 10 microns.

FANUC's robotics plants were viewed by the industry as a

gimmick, until industry discovered how well they worked.

Innovation too fast for skills

T he rapid development of

technology in most industries is outpacing the rate at which workers can improve their competence.

Two UN organisations have

launched a collaborative pan-

European programme to find

ways of solving the problem.

Operators assemble the parts into "kits". The items are selected by bar codes and bar code reader terminals. The kits are stored in open racks, rather like a mail order catalogue house. The welding and painting booths are automated.

As a result, industry is

starved of skilled manpower

which regularly render areas of previously valuable industrial skills redundant.

The UN's pan-European pro-

gramme has expanded the

scope of the co-operative

system by bringing together

industries in Britain, the Soviet

Union, France, Hungary, West

Germany, East Germany and

elsewhere to seek universal

solutions to their problems.

Other countries involved in the

project are Belgium, Bulgaria,

Czechoslovakia, Cyprus, Den-

mark, Finland, Greece, Malta,

the Netherlands, Norway,

Poland, Switzerland, Turkey

and Yugoslavia.

The co-operative network of

European training institutions,

set up with an initial \$319,000

raised by the UN, will include

research and industrial estab-

lishments as well as individual

specialists. The network was

launched at a recent confer-

ence in Sofia, organised by the

International Labour Office and

attended by instructors

and manpower planners from

national training systems or in

ministries of education and

labour. Four countries offered

to host technical seminars

concerning such issues as modular

training and training for

numerically controlled

machines and flexible man

ARTS

Arts Week

F | Sa | Su | M | Tu | W | Th
17 | 18 | 19 | 20 | 21 | 22 | 23

EXHIBITIONS

London

The Royal Academy. The Art of Photography 1839-1989: in celebration of the 150th anniversary of the first practical demonstration of the medium, this large and informative exhibition leads the visitor through the technical developments and aesthetic variations and experiments in the use of the medium from the work of the earliest pioneers in France, England and Scotland, up to the present. The selection is representative, seen by section with the chosen photographers shown in reasonable depth. Sponsored by Logica, the Midland and The Independent. Daily until December 23.

Paris

Musée des Arts Décoratifs. Je suis le Cubain - Picasso's sketchbooks. After two years of wandering the world over, the exhibition ends, aptly, in Paris. The 40 sketchbooks covering a period of 64 years follow closely Picasso's development. There are cubist flat planes decomposing reality into geometric shapes. In the neo-classical figures, there is the almost sugary rendering of the mother and child theme next to the cruelly distorted female faces; there are all the facets of Picasso's inventive genius. 107, Rue de Rivoli (280324), closed. The. Ends December 31.

Grand-Duchy of Luxembourg

The exhibition presents 20 years of discoveries with some 3,000 objects, beginning with the inevitable skulls and flint tools and ending with finds from the Louvre foundations. A reindeer skeleton, numerous models of villages and tumuli, a life-size palisade topped with shields and spears, video programmes and computer simulations, all combine to bring this history sounding discipline to life. Closed Tues. Late-closing night. Wed. Ends Dec. 31 (42895410).

The Louvre. Arabesques et Jardins de Paradis. The beauty and richness of nature is a leitmotiv which runs through Islamic art from Spain to India, from the 8th to the 18th century. 234 exhibits. In the 10th and 11th centuries, textiles and ceramics show the unifying force of this inspiration which ranges from the decorative to the symbolic. Yet the traditional style of each of the Islamic countries adds a specific colour to nature's interpretation. Closed

Tues. ends Jan 15 (40205317). Photography. To mark the 150 years since the birth of photography the Centre Pompidou speaks of the invention of an Art, the Musée d'Orsay stages its modernity (Gérald Anstel, France). Archives Nationales recount the genesis of this invention (60, rue des Francs-Bourgeois). Musée Carnavalet shows Musée des Arts et Traditions Populaires (31, rue des Francs-Bourgeois), while the Centre National de la Photographie uses chronology to teach its history (Palais de Tokyo, 15 ave de la Porte Maillot, 75015). Musée du Moyen Âge, Egypt-Egypt. An exhibition of 25 chef-d'oeuvres, including the most recent finds, starts with statues and bas-reliefs dating from the middle-empire, continuing with a series of high points of Osiris with some elements of Roman art and Coptic icons and concludes with Islamic exhibits. 1, rue des Fossés-Saint-Bernard (closed Mon). Ends Jan 14 (40612838).

Paris and the Chateau de Versailles. David. A retrospective consisting of 84 paintings and 165 drawings is held simultaneously in the Louvre and in the Chateau de Versailles. It reflects the artistic development of the Frenchman who, cutting free from roccoco frivolities, preaches the Roman republic's rigorous virtues in The Oath of the Horatii and in The Lictors returning to Brutus the bodies of his sons. A radical revolutionary and friend of Robespierre, he is known for the assassination of Marat in his bath, while organising the Revolution self-sacrificing festivites. More than 60 objects from the collection of Flemish and Dutch masters. Closed Monday, 19 Dec. 1989.

Musée Royaux d'Art et d'Histoire. Nambara Art explores the Portuguese influence on Japanese painting and the Splendour of Nō Theatre. The proposed exchange from the Romeo Umezawa Collection. Closed Mon. Ends Dec. 17.

Bruxelles

Musées Royaux d'Art et d'Histoire. Nambara Art explores the Portuguese influence on Japanese painting and the Splendour of Nō Theatre. The proposed exchange from the Romeo Umezawa Collection. Closed Mon. Ends Dec. 17.

Antwerp

Museum of Modern Art (MuHKA). 32 Leuvenstraat. New tools - New Images: art and technology in Japan today with installations by Tatsuo Miyajima, Tsueme Nakai. Closed Mon, ends Dec. 3.

Madrid

Fundación Juan March. Retrospective of Edward Hopper opens the autumn season at the foundation. 61 works by the New York realist covering a period of 36 years. Until Jan 4.

Barcelona

Museo de Arte Moderno. Showing of modernist posters belonging to the museum's collection. An important selection consisting of 70 posters by known 20th century artists. Louvre closed Tue, Chateau de Versailles closed Mon, both exhibitions and Musée de l'Orangerie. Closed Mon. Ends Nov 25.

Frankfurt

Kunstverein, am Markt 44. A "Prospect photograph" to celebrate the 150th anniversary of the invention of photography with 130 works from around 30 artists. Ends Nov 26.

Münich

Städtische Galerie im Lenbachhaus. The most complete retrospective of the expressionist painter Karl Schmidt-Rottluff to date with almost 370 works from 70 private and public collections. After the Kirchner and Heckel exhibitions, this is the third significant project from one of the founding members of the Brücke group. Schmidt-Rottluff, who died in Berlin in 1976, was strongly attacked during the Nazi years.

Tokyo

Telm Museum, Meguro, Yasuo Kuniyoshi. Retrospective to mark the centenary of a Japanese artist who emigrated to the US as a teenager and who in his last decade produced a remarkable series of grotesque images,

the contours of her breasts. 267, rue Saint Honoré (42601503). Closed Sat, Sun and lunchtimes. Ends Dec 15.

Brussels

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ing a large exhibition devoted to the works of Carlo Scarpa, the Italian artist and architect. The theme is focusing on "The Other city". Until Jan 15.

London

Spanish Academy, Salvador Dalí: Sculptor and Painter. Supreme genius, or merely "Avidedollars", as his unkink Catalannicksome implies? This exhibition convincingly shows the genius, certainly, but also his immature and sophisticated talent became irretrievably warped from the 1970s on, when he became cruel and tiresome in his desire to shock. Ends Dec 3.

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OPERA AND BALLET

London

Royal Opera, Covent Garden. Further performances of the new, and dismal, unsuccessful production of Cherubini's *Medea* by M. M. Almudena, with a cast headed by M. P. Esmeralda with a cast headed by Rosalind Plowright and of *Rigoletto*, in the *Nordic* production conducted by Sian Edwards with Judith Howarth (Gilda), David Thomas (Rigoletto) and Elizabeth Ellis in the title role. English National Opera, Coliseum. The revival of Graham Vick's *Madame Butterfly* production brings back Janice Cairns to the title role and introduces to the stage the American soprano Antonio Pappano. Further performances of the new David Freeman production of Monteverdi's *The Return of Ulysses*, conducted by Paul Daniel, with Jean Rigby (Antony), Robert Tear (Ulysses), Sophie Stevenson (Penelope) and David Bowes (Ulysses). *Madame Butterfly*, in the title role, is sung by Graham Vick's *Madame Butterfly* production, conducted by Herbert Mogg. *Der Freischütz* conducted by Michael Bennett, Oscar Isaac (Freischütz), Sophie Stevenson (Elsa) and David Bowes (Peter Schlemihl) conducted by Herbert Mogg.

Brussels

Cirque Royal. Bejart ballet Léonide Massine performs *Paul, Edgar pour Edgar*. *Le Printemps des Muses* by Georges de la Tour, with a cast headed by Graham Vick's *Madame Butterfly* production, conducted by Herbert Mogg.

Paris

Chatelet. *Fidelio* conducted by Lorin Maazel in a splendid Giorgio Strehler production with the Orchestra National de Paris and the National Ballet of Paris. *Der Troubadour* in Herbert von Karajan's production features Lando Bartolini, Sharon Sweet, Ruth Hesse and William Murray. *Giacomo and Downy* conducted by Leonard Slatkin.

Vienna

Staatsoper. Programme includes Mendelssohn's *Die Fledermaus* conducted by Christian Richter, *Der Freischütz* by Smetana, conducted by Odile Léonard and with a cast including Gertrude Jahn, Joana Borowska and Alfred Stramek; *La Nozze di Figaro* by Mozart, conducted by Peter Schneider. *Volksoper*. *Heuberger's Der Schneiderschlaf* conducted by David Pountney's staging.

THEATRE

London

A Life in the Theatre (Haymarket). Slight but enjoyable play anglicised to reflect the days of weekly rep and notable for the return to the stage of a silkily-accomplished technician, Dennis Elliot (590 9832). Ends Dec 2.

Paris

Hirakata Museum. The first retrospective in America in a quarter century celebrates Francis Bacon's 80th birthday with a comprehensive review of his prolific career. The three-city US tour begins here with 60 works, a surprisingly large number of which are highlights of contemporary art. Ends Dec 7.

Tokyo

A Little Night Music (Piccadilly). First revival by Ian Judge, directed by Michael Blakemore, about a white South African family in Cape Town and Madie Vale. Alain Finney plays father and concert pianist; a reason for not going back. Janet Suzman and Sara Kestelman are electrifying in support (567 1116).

Another Time (Wyndham's).

New Revival by Michael Blakemore, about a white South African family in Cape Town and Madie Vale. Alain Finney plays father and concert pianist; a reason for not going back. Janet Suzman and Sara Kestelman are electrifying in support (567 1116).

A Life 2 (Lyttelton).

First revival by Ian Judge, directed by Michael Blakemore, about a white South African family in Cape Town and Madie Vale. Alain Finney plays father and concert pianist; a reason for not going back. Janet Suzman and Sara Kestelman are electrifying in support (567 1116).

Driving Miss Daisy (Globe Street).

The touching relationship between a dowager, played in this production by Dorothy Loudon, and her black chauffeur

Opera and Ballet

London

Der Freischütz conducted by Rudolf Bibi; Johann Strauss's *Wiener Blau* conducted by Rudolf Bibi; Ballet: *Fanny Elmer* by Graham Vick's *Madame Butterfly* production, with a cast headed by Elizabeth Ellis and David Bowes (Peter Schlemihl) conducted by Herbert Mogg.

Brussels

Der Freischütz conducted by Sylvain Cambreling in Otto Schenk's production with Ruth Weiling, Judith Hagen and Luis Lima.

Paris

Die Fledermaus by Oscar Straus, conducted by Herbert Mogg.

Vienna

Der Freischütz conducted by Ruth Weiling, Judith Hagen and Luis Lima.

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Der Freischütz conducted by Ruth Weiling, Judith Hagen

ARTS

The Art of Success

THE PLACE

The departure of Pip Brueghen from Falstaff's boudoir, where Titian hair afloat like a portent of the Pre-Raphaelites -

Claire Hirsch's Jane endures the tortures of the virtuous wife denied a faithful husband.

Meanwhile her husband -

played with a rough

sincerity from Garry Cooper

- explores the love-life for the subjects of his etchings of rakes and whores, digressing to join the fabled banquets of the Society of Befriended and seek solace beneath the skirts of Louisa (Tina Jones), who would sell her soul for him provided her time was paid for.

Dear yields his characters

like axes to left and right,

slicing through to the corrupt

and pulsing heart of a

period not unlike our own in its headlong pursuit of

material pleasures and its

balancing preoccupation with

public decency and the

curtailment of "meddlesome

artists."

While Robin Hooper's

pompos, perspiring Walpools grovels, half naked, at the

feet of a contemptuous Queen in an attempt to win censorship rights, Hogarth muses over the political implications of cheap etchings, available to all, and Fielding holds mandolin debates with himself about the proper style for the period, and the loss of romantic innocence.

Above and outside it all in

ugly and treacherous reproach looms the figure of Sarah Spratling, a convicted

murderess covered with festering sores, who sits silently through the first

scenes of revelry, rising

like a vengeful angel to

enforce her final triumphant

refusal to have her

portrait etched for posterity

in the pose of a common

whore.

In the demented clarity of

Denis Black's performance lies the other England, too

diseased, exhausted and

exploited to be part of any

Hogarthian conception of 18th

century life.

Claire Armitstead



Tina Jones and Garry Cooper

Detail from Burne-Jones's "Souls by the Styx"

Burne-Jones and friends

Francis Bacon is not an artist who usually springs to mind when looking at the work of Sir Edmund Coley Burne-Jones. But then, "Souls on the Banks of the River Styx" is no typical Victorian picture. Monumental, naked figures: their bones barely fleshed out in dry white paint, stand bowed and huddled awaiting their passage to the underworld. They stand isolated in an expanse of brooding green-black darkness. The phosphorescent whiteness of their knotted, writh-like bodies casts brilliant glints in the black water. Its sense of dislocation and desolation is overpowering.

Ostensibly, the scene illustrates a passage from Virgil's *Aeneid*, a work in which both Burne-Jones and William Morris were absorbed in the early 1870s. It is more tempting to cast the picture of Burne-Jones' depth of despair after the attempted suicide of Marc Zambaco. The case could never have been exhibited publicly during his lifetime: the nobility would have offended, and the point of his painting it, incomprehensible.

"Souls" is the most remarkable painting in a show remarkable for its size and quality. Dealer Peter Nahum has based his exhibition around Burne-Jones, and at its core is a wall of drawings representing most phases in the artist's career. But as it was expanding - title of "Burne-Jones, the Pre-Raphaelites and their Century" suggests the parameters of the show have been stretched to embrace a generous variety of Victorian

painting, drawings, prints and New Sculpture.

At one end of the drama scale is David Roberts' epic Egyptian "Temple of Edion," a magnificent theatrical backdrop of a picture which used to hang in the Louvre - and one of the few large oils on display. At the other is Helen Allingham's watercolour of Tennyson's favourite walk, William Blake's followers, the "Ancients" are represented by Palmer, Richmond and a rare Calvert oil. There are Fairy paintings - notably Fitzgerald's delicate and dreamlike "Sleeping Fairy" - and an exceptionally good group of luminous Liverpool School landscapes. There are the Classical Aesthetes, included among them the delicate harmonies of Albert Moore's small and crisply painted version of "Battlefield" - badminton in a chateau in Tokyo, if you can imagine that.

The influence of Japan is evident too in a Ruisdien landscape tour-de-force, *A Hymn to Spring*, painted by Cecil Gordon Lawson. Nino Costa makes an honorary appearance as the only non-British artist in the show. He was the focus for the English "Souls" is the most remarkable painting in a show remarkable for its size and quality. Dealer Peter Nahum has based his exhibition around Burne-Jones, and at its core is a wall of drawings representing most phases in the artist's career. But as it was expanding - title of "Burne-Jones, the Pre-Raphaelites and their Century" suggests the parameters of the show have been stretched to embrace a generous variety of Victorian

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FINANCIAL TIMES

NUMBER ONE SOUTHWARK BRIDGE, LONDON SE1 9HL
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Friday November 17 1989

Care in the community

CARING FOR People, the UK Government's white paper on community care, represents a triumph of logic over ideology. In 1988 Sir Roy Griffiths, Mrs Thatcher's special health adviser, argued that local authorities should play the primary role in community care. The idea was deeply unpopular among Conservative politicians and the Department of Health spent a fruitless 16 months searching for alternatives. Yesterday it admitted that Sir Roy had been right all along.

The new framework for community care is potentially a considerable improvement on the status quo. Responsibility for services used to be fragmented between many different agencies: community care, as Sir Roy put it, was "everybody's distant relative, but nobody's baby". In future, responsibility will rest squarely on local social services departments. This ought to result in greater continuity of policy and fewer gaps in services.

Equally important, the Government is rationalising the financing of care. In the past, social security money could be used to pay bills in private residential homes, but not to finance domiciliary care, which is often both cheaper and more appropriate. These perverse rules led to a boom in tax-financed private residential care during a decade when ministers were attempting to promote home-based services. Social security support for residential care rose from £10m in 1979-80 to over £1bn this year – little short of a third of public support for community care.

Unified budget

Under the new arrangements, the costs of both residential and domiciliary care will be met out of a unified budget controlled by local authorities. Anybody seeking public support for either sort of care will have to undergo a "needs assessment". If the local social services department does not think residential care is warranted, cash will not be forthcoming. In theory, the financial incentives in favour of residential care will thus disappear.

The idea is that local authorities should play an "enabling" role. The care managers appointed to look after particu-

lar individuals will be expected to achieve value for money by purchasing services from a range of competing providers in the public, voluntary and private sectors. Regrettably, the playing field thus created does not appear to be level. Cash previously provided by social security offices will be available to help finance places in independent homes, but social service departments will have to meet the full costs of maintaining people in their own residential homes, including the costs of accommodation and food. Closure of some local authority homes appears inevitable.

Efficiency

The white paper may promote efficiency in the delivery of community care. But local authorities will still face formidable problems. The job of care managers will be comparable in sensitivity to that of budget-holding general practitioners. Faced with limited resources, they will not only have to locate the most cost-effective care for each individual, but weigh the relative needs of different clients, many of whom will be unable to argue their own case coherently, let alone cogently. On top of this, they will have to conduct means-tests to decide the level of fees they can reasonably charge. The tests of needs and means envisaged by the white paper are likely to be highly unpopular, particularly when most medical care remains free.

The success of the reforms will depend largely on the scale of resources committed by central government. The outlook is not encouraging. The Government is willing to transfer money from the social security budget but not to provide the new money that is urgently needed if services are to be radically improved. It has rejected Sir Roy's argument for a specific grant for community care on the grounds that local authorities must decide their own priorities. This is perhaps understandable, but earmarking of some description would bolster the position of social services directors as they fight for an adequate share of a limited cake. It is disingenuous to argue that local government should be autonomous when its ability to raise revenue is constrained by the poll tax.

El Salvador's war without end

FIGHT AND TALK has been a classic strategy where opposing sides in a conflict are seeking to strengthen their hands at the negotiating table. At first sight the nationwide offensive launched in El Salvador by the FMLN left-wing guerrilla movement seems to fit precisely into this mould.

The fighting is a direct consequence of the deadlock in negotiations to end the ten-year-old civil war. The right-wing government of President Alfredo Cristiani has been stubbornly insisting that the guerrillas disarm before any political reforms are discussed. Ever suspicious, the FMLN have concluded this is a tactic to avoid discussion of what they should do at the heart of the talks – their full incorporation into national life.

Feed with such an impasse, the guerrillas have gone on to the offensive, taking advantage of the Bush Administration's obvious desire to disengage itself from high-profile involvement in an unwinnable war.

Even at this stage when the outcome of the fighting is still unclear, the FMLN, like the Viet Cong during the Tet offensive in Vietnam, have made a point very forcefully. Even if the Salvadoran armed forces now regain the initiative – as they should with their expensive firepower supplied by the US – the military has been wrong-footed.

Shattered illusion

The guerrillas have also shattered any illusion that the FMLN might have been suing for peace because they lacked the will and resources to fight. On the contrary, the unrelenting nature of the fighting is that direct US assistance, amounting to \$3.5bn, which has been pumped into El Salvador over the past decade, has failed to build up either a military machine capable of minimising the guerrilla threat or to create a democratic government sufficiently confident of negotiating an honourable end to the conflict.

During the 1980s El Salvador has received the third largest portion of US overseas aid after Israel and Egypt. Just to have held the guerrillas at bay willle 70,000 people, mostly civilians.

Victor Mallet reports on Iran's efforts to recover from its war with Iraq

The harder tasks of building the peace

money. In exchange for dollars, for example, they will give informal permission for an engagement party with music and mixed dancing.

Corruption and profiteering are only two of the issues discussed by frustrated Iranians in the workshops of Tehran. President Rafsanjani is confronted with a host of social and political problems. Petty theft is on the increase because of poverty: according to one estimate, real per capita gross domestic product has fallen by half in the first decade since the revolution. Hundreds of thousands of Iranians are hooked on heroin or opium from Afghanistan.

The poor who voted the President into office on July 25 bitterly resent the government's inability to control rising prices or to provide the subsidised rice they should be able to buy with their ration books.

"Under the Shah's regime I wouldn't dare to talk. There is more freedom now and I'm not afraid to speak," says one Tehran artisan who welcomes the strict moral code of the Ayatollahs. "But what I complain about is the high prices. There are these hoarders, these corrupt people. During the Shah's time there was abundance. My grandfather was a labourer but he could feed all of us."

The rich bazaar merchants who helped Ayatollah Khomeini overthrow the Shah in 1979 – and who might be expected to support Mr Rafsanjani's economic liberalisation programme – have shown themselves reluctant to abandon the hefty profits they made out of the distorted post-revolutionary economy. Far from being a free market, the domestic economy has been a source of easy money for those with the right connections. The merchants' hoarding of goods in short supply, and their reluctance to lower prices in line with the falling black market value of the dollar as confidence rose earlier this year, have contributed to Mr Rafsanjani's woes. The Shah learned to his cost the price of failing to break the power of the bazaar.

Among Iran's 53m inhabitants, meanwhile, there is an increasing sense that the Shia Moslem clergy may be about to prove the incompatibility of devout religion and the sordid business of day-to-day politics. This phenomenon, long overshadowed by Shia leaders who opposed the late Khomeini's seizure of power, is not simply a result of the clergy's failure to understand the importance of economics or petrochemicals. Power, Iranians say, has corrupted the revolutionaries as it corrupted Iranian leaders before them.

Mr Rafsanjani's civilian supporters often resent the presumption of the Revolutionary Guards and the *komitehs*, the local revolutionary cells which act as a sort of Islamic police force to oversee the morals of the Iranian people. Although there is talk of a clean-up, government offices are riddled with corruption and the *komitehs* take bribes and protection



suggest that sustained output capacity is barely higher than Iran's Opec quota of 2.5m b/d. The rest of the industrial sector is operating at 20 to 30 per cent of its theoretical capacity. Local businessmen are not confident about the government's economic abilities and prefer to make quick trading profits rather than long-term investments, especially when the profitability of those investments will depend on the allocation of scarce raw materials and the bureaucratic whims of the authorities. Foreigners seem unlikely to invest in Iran without adequate guarantees.

The privatisation of factories suggested by Mr Rafsanjani has not yet taken place. Mr Rafsanjani is hamstrung by ideological opposition to foreign borrowing and foreign investment from the clergy and from some members of the Majlis, the Iranian parliament.

The consensus among the foreign diplomats in Tehran, however, is that Iran will need to make substantial borrowings – assuming a steady oil price – if it is to do more than pay for basic imports. Annual oil income is running at about \$1bn, which is more than accounted for by imports of food, consumer goods, industrial products and defence equipment, and by spending on services. Without more credit, bankers and businessmen believe, Iran's foreign exchange and import liberalisation will simply run down the country's \$20m of reserves to the benefit of the currency speculators in the bazaar, without strengthening the economy for the future.

Mr Rafsanjani, in defiance of those who think that a multi-pool exchange rate is a recipe for abuse, seems convinced that the new three-tier system will be a success, partly because the central bank should be able to gather in excess rials and thereby control the money supply and the 60 per cent inflation rate at its sole foreign exchange.

Essential imports are subsidised by calculating their cost on the official rate of some 70 rials to the dollar, while other trade uses rates of around 420 and 1,000 rials. "In this way I think there will be an economic boom," the President told a recent news conference.

Mr Alinaghi Khamoshi, President of the Iran Chamber of Commerce, Industries and Mines, is another of Tehran's rare optimists. He does not think reserves will be unduly

depleted by the new system. "The idea of this is that all three rates should be controlled by the central bank," he explains. "They start with three different rates, but little by little they go towards two rates – in maybe a year or two – then they increase industrial capacity and find out what the real exchange rate should be and then maybe devalue the rial and have one rate."

Others are not so sure that the 55-year-old Mr Rafsanjani knows where he is going. In industry, agriculture or the

Mr Rafsanjani is hamstrung by the clergy's ideological opposition to foreign investment

he thinks the East Germans are worth trying. The museum will open as a tourist attraction for Cheltenham, close to the British Government's communications centre, otherwise known as GCHQ.

Forgetful

■ Michael Angus, chairman of Unilever, talked to the Marketing Society this week about what makes a good manager. "A good memory, and an ability to read letters upside down."

Angus confessed he had been getting worried about his own lapses of memory. So when a book club member offered a tome on "How To Improve Your Memory", he sent for it immediately. When it arrived, he went to his bookcase to put it into a section reserved for new, unread books. There he found another book entitled "How To Improve Your Memory."

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There is, however, rather a good essay by Robert Feinberg of the American University in Washington about the influence of exchange rate fluctuations on US prices. Feinberg draws attention to an exchange rate index previously unknown to us. It comes from the Federal Reserve Bank of Dallas and covers 101 currencies.

The US authorities tend to rely on a much narrower index from the Federal Reserve Board. The Fed's index assesses 77 per cent of its weight to eight European countries, nine per cent to Canada and 14 per cent to Japan, and is not regularly updated.

The two indexes give totally different readings of the appreciation or depreciation of the dollar. For example, from a low point at the end of the 1970s to a peak in the mid-1980s, the Fed index says that

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POLITICS TODAY

The outsider at the dinner party

By Joe Rogaly



system, at least for political reasons. The economic arguments against early entry may in some eyes have been strengthened by the current gloomy outlook for inflation next year but, given the will, special arrangements for sterling could be made. These are, however, details. The essence of the matter is that Britain must seem to be a politically-minded participant in the ongoing closer unity of the EC. If it is not, the perception of London as a peripheral capital will come to prevail as the century draws to a close.

That game is now over, the hand exposed. The 1990s will be quite different. We can forget about the Commonwealth. The Falklands campaign is history. Mr Reagan is out of the White House. President Bush appears to regard Gorbachev as the West German as the key man in Europe. And Mr John Major discovered in Washington during his brief sojourn as Foreign Secretary, that the US wants Britain to become a willing participant in the evolution of the EC; by all accounts this desire has been strengthened by the prospect of a possibly reunified Germany moving the centre of power to Middle Europe. The autumn statement delivered on Wednesday by Mr Major in his new role as Chancellor further weakens Mrs Thatcher's position, since it is now much more difficult for her to assert that there has been an "economic miracle". The truth is that Britain will enter the 1990s in the grip of a recession or something close to it.

The choice is now clear. The United Kingdom can become an outsider, really on the periphery, or it can play the hand the way France, West Germany and most of the other EC countries will play it whether we join in or not. This means, as a first step, Britain's entry into the exchange rate mechanism of the European Monetary

Germans will not allow us to spin things out. We shall see. The first test comes almost immediately, at the dinner party being given by President Mitterrand of France in Paris tomorrow night. The Prime Minister does not expect much to emerge from this. She is going along, of course, because all the other European Community heads of government will be there, as, anyway, the table-talk, which will be about the forthcoming peace of events in Europe, is not to be missed. There is, however, nothing formal or structured about the occasion. As far as I can tell no papers have been circulated in advance. There was no concrete proposal for Mrs Thatcher to report to yesterday morning's Cabinet meeting. I suspect that if she was asked about it as ministers assembled she would have pointed out that dinner is supposed to start at eight, with going-home carriages called for 10.30 pm. She might have added that the guests are all volatile, and interchanges will be required. The British anticipate a brief and probably inadequate general discussion, full stop. Mr Mitterrand will presumably make a statement to the press, but Downing Street would be amazed if any EC communiqué was presented or agreed.

One useful product of the dinner could be that a start could be made on drafting an EC note to be sent to Moscow and Washington in advance of the Bush-Gorbachev meeting in Malta in a fortnight's time. If this comes up the British Prime Minister will stress that Mr Gorbachev's position should not be undermined by talk of the reunification of Germany. Take these changes cautiously. Mrs Thatcher will say, "one thing at a time." The first step, she will add, will be to encourage the development of genuine democracy in the several east European countries. There is, however, nothing formal or structured about the occasion. As far as I can tell no papers have been circulated in advance. There was no concrete proposal for Mrs Thatcher to report to yesterday morning's Cabinet meeting. I suspect that if she was asked about it as ministers assembled she would have pointed out that dinner is supposed to start at eight, with going-home carriages called for 10.30 pm. She might have added that the guests are all volatile, and interchanges will be required. The British anticipate a brief and probably inadequate general discussion, full stop. Mr Mitterrand will presumably make a statement to the press, but Downing Street would be amazed if any EC communiqué was presented or agreed.

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the dwindling certainties of a flexible nuclear arsenal whose rationale is slipping away; the Prime Minister may yet come to find that the appearance of clinging unnecessarily to the Lance is not a vote-winner. But these are domestic political preoccupations. Defence may not even crop up on whatever agenda is scribbled on the back of Mr Mitterrand's menu tomorrow night.

Over the weekend we shall see whether this minimalist view of Saturday night's great European feast is correct. One reason why such a view is held in London is the strong suspicion that Mr Mitterrand wants to get East-Talk out of the way now, so that it does not clutter up the proper European summit which is to be held in Strasbourg a week after the two superpowers meet in Malta. Mrs Thatcher, whose opinions usually need no interpreter, will tell the table that what is happening in East Germany, Poland, Hungary and now even Czechoslovakia cannot be disposed of at a single dinner-party. There will be a call for a fuller and more considered discussion at Strasbourg.

If the French President lacks a draft agenda for such a debate I am certain that the British will be happy to provide one. The principal heading would be something about creating a new framework for relationships between the EC and Eastern Europe. Mrs Thatcher trailed her instincts on this in her Griffield speech on Monday night, although her reference to new forms of "association" was interpreted by some as meaning only an association agreement like the one between the EC and Turkey.

She was in fact simply throwing out ideas. Plenty are floating around her.

Should the new eastern democracies join the Council of Europe? The European Free Trade Association? Should East Germany become a full member of the EC in its own right? The way in which the Prime Minister works is now familiar. She is likely to make pointed remarks, similar to the direction of the Foreign Office, about how a condition is awaited from that quarter. The new Foreign Secretary, Mr Douglas Hurd, will be well equipped to respond, but you can be sure that he will do so in his own time.

It is possible that Mr Kohl, too, will want more discussion of the East at Strasbourg, although he may be open to the change that that would be a tactic to postpone matters until after the West German election next November. It is obvious that Mrs Thatcher wants to delay consideration of Stages 2 and 3 of Mr Delors' recommended progress towards EC integration. "One thing at a time," she will accept, as she must, the majority vote in favour of an inter-governmental conference. Second, her excitement about developments in eastern Europe is not feigned. Downing Street is as awe-struck as anyone else by the momentous nature of the changes in East Germany, which are perhaps more stirring than anything that has happened since 1945. What it seems to do is read the map that is being unrolled.

LOMBARD

Disaster on a time fuse

By Christian Tyler

THE IMMEDIATE reaction to a serious accident like the Clapham train crash is to set up a disaster fund and arrange special counselling for the bereaved. Only later, if ever, is the question of legal liability brought to court.

But when an accident brings delayed death — death at the end of a fuse, as it were — then the victims or their relatives are forced to seek compensation through the courts by proving a causal connection and someone's negligence.

A particularly terrible example of a fatal accident with a delayed death sentence was discussed in Westminster again on Tuesday. The accident in question has killed over 100 innocent people already and will kill another 1,000 in the next few years. Not only are the victims entirely innocent but their premature death is virtually inevitable. What is more, they have been unwittingly sentenced by the very service that was set up to serve the British public: the state-run National Health Service.

The victims are the anti-smokers, 1,200 immunocompetent smokers, a quarter of the total in Britain, who were accidentally infected with the AIDS virus through transfusions of a blood-clotting agent, Factor 8. The moral case for quick and substantial out-of-court compensation, regardless of liability, would seem to be overwhelming. The sufferers are a relatively small number of easily identifiable people. Their hemophiliacs means they have already lived their lives with pain and probably some loss of mobility due to bleeding into the joints, which has interfered with their education, their careers, their earning potential and their enjoyment of life.

Most of those infected with the virus have been understandably very reluctant to make the kind of public communication that accompanies other disasters. The stress of having to come to terms with an early death, and the fear of social ostracism or worse can only be imagined.

Yet so far the Government has given no hint that it is prepared to pre-empt the compensation suit lodged by 600 of

LETTERS

'Just losing interest'

From Professor Mike Fisher.

Sir. Commenting on the fresh round of provisions announced by some leading clearing banks last week, your leader (November 10) states: "It is hard to believe that Lloyds will receive only 15 per cent of the principal of its outstanding medium and longer term loans to these countries."

Quite so — if only because it is hardly in the interest of such countries to repudiate or to trigger the calling of defaults when there are other alternatives available.

But your comment conveys an artificial view of the purpose of bank provisioning. Of the present view of a slowdown in conditions where the average interest rate is 10 per cent, one-sixth should be ascribed to the eventual repayment of the principal, and five-sixths to the value of the anticipated return of interest receipts if the maturity is longer, or the interest rate goes up, or the proportion ascribable to the principal repayment goes down. So it is against the

prospect of not receiving interest (or against the likelihood of the bank deciding to convert or sell its loans at a loss) that the appropriate level of provisioning should theoretically be assessed.

This was Sir Kit McMahon's

point

in his Lombard

Association speech of April 1988, when he said: "A bank's provisions, therefore, are a reflection of the need to set aside non-interest bearing capital — indeed, capital indistinguishable to the shareholders — to be used to support the funding cost unremunerated from time to time by this group of sovereign nations, even if the individual Reserve does not at present sympathise with the practical implications of this view."

It is also the perception behind the criticism credited to the Bank of England's Mr Brian Quinn: "Countries don't go broke; banks just lose interest."

Mike Fisher,
The Institute of Development Studies,
University of Sussex, Brighton

Mr. Wagstyl, mentions Japa-

nese banks' enormous advantages in accessing cheap capital, but ignores their hidden reserves — a vital component. Not only do they benefit from very high multiples, but their large equity holdings provide a ready source of capital/earnings. At year-end 1988, the city and long term credit banks' hidden reserves totalled \$360bn — more than the capital of all the rest of the world's banks. (UK banks' total market capitalisation is about \$35bn.)

With a stable stock market, they have the funds to move into any market and provide financial competition. But by supporting the dollar, Japanese institutions have exposed themselves to a loss close to \$100bn should we be worried by the threat of such benevolent competition? If it now moves to high risk business? A few billion dollars of property lending in New England and Docklands may slow down Japanese bank expansion more than any political or regulatory measures.

Robin Mottram-Davies,
IBCA Banking Analysis,
2 Edin Street, EC1

but also the extent to which it is abused.

Your article, "Knitwear quo-

tas in US fail to stop dumping" (November 3), reveals a new and quite unexpected twist.

Despite being protected by Multi Fibre Agreement quotas, if you go a stage further in trying to ascertain the circumstances under which dumping is against the social interest, you have to work pretty hard.

What it tends to come down

to is the old claim that dumping is a danger because once the local producers are driven to the wall, the foreign predator is then in a position to exploit its monopoly power.

Here one points out to stu-

dents that even if local produc-

ers leave the market, because it remains contestable foreign

suppliers will be unable to

exploit monopoly power; any

attempt to do so will attract

new entrants to the market.

One recent response to this is

that in certain industries, par-

ticularly those which are

"human capital knowledge

intensive," the re-investment

may not occur because the

skills required no longer exist.

To get this far you have had

to work really very hard. But

effort is worthwhile: it helps to

clarify not only what a slippery

concept dumping is in practice,

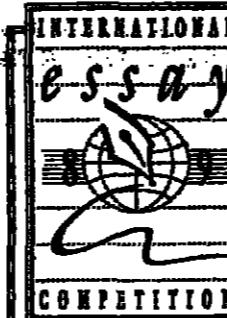
the dwindling certainties of a flexible nuclear arsenal whose rationale is slipping away; the Prime Minister may yet come to find that the appearance of clinging unnecessarily to the Lance is not a vote-winner. But these are domestic political preoccupations. Defence may not even crop up on whatever agenda is scribbled on the back of Mr Mitterrand's menu tomorrow night.

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The AMEX Bank Review Awards

In memory of Robert Marjolin

The editors of *The AMEX Bank Review* are pleased to announce the winners of the 1989 Essay Competition in international economics and financial markets, held in memory of Robert Marjolin, a former adviser to the Review, Professor Marjolin was the first head of the OECD (then the OECD), Vice President of the European Commission, and one of the leading architects of the European Community.

The first prize essay and abstracts of the second and third prize essays are now published in the Review's Special Paper series, available from the Editors. All the essays will be published early in 1990, jointly with Oxford University Press.

FIRST PRIZE \$25,000

John H. Makin
American Enterprise Institute
"International 'Inbalance': The Role of Exchange Rates"

SECOND PRIZE \$10,000

Georgio Cossio
Bank of Italy
"US External Debt and Systemic Implications for the Dollar"

SPECIAL MERIT

Paul Martin-Lee
World Bank
"Export Risk & Capital Movements: The Theory of Asset Smoothing"Dwight A. MacKersie
Strategic Planning Associates
"Stock Markets and the Balance of Economic & Political Factors"Premuel Gajadhar, David F. Gia
International Monetary Fund/World Bank
"Domestic Deficits: Debt Overhang and Capital Outflows in Developing Countries"Jeffrey L. Herbst
Woodrow Wilson School/Princeton University
"Structural Reforms and Debt in Africa"Cory Highland
OECD
"Aid for Business in Developing Countries: Who's Doing What and What More Can Be Done?"Robert M. Pollack
The American University/US International Trade Commission
"How Have Exchange Rate Fluctuations Affected US Prices?"H. Stephen Gardner, Steven J. Green
Yale University
"Restructuring the Public: Prospects for Convertibility"

AWARD COMMITTEE

Professor Raymond Barre, former Prime Minister of France; former Vice President of the European Commission; Lord Roll of Ipsden, President, S.G. Warburg Group Ltd; Bruce MacLaurin, President, The Brookings Institution; Professor Peter Kenen, Princeton University; Brahman Nouzez, Chief Editor, International Monetary Fund; Kevin Robben, Chief Executive, John Gutfreund & Co. Limited; Richard O'Brien, Chief Economist, American Express Bank Ltd.

THE 1990 COMPETITION

Details of the fourth annual essay competition will be available in early 1990 from the Editors of *The AMEX Bank Review*, American Express Bank Ltd., 60 Buckingham Palace Road, London SW1W 0RR.



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UPHEAVAL IN EASTERN EUROPE

US seeks closer links with EC to counter instability

By Peter Riddell and Lionel Barber in Washington

THE US would like closer and more formal links with the European Community to strengthen allied co-operation at a time of rapid change in Eastern Europe.

President George Bush and his close advisers are consulting closely with European leaders ahead of the meeting of the EC in Brussels in two weeks with President Mikhail Gorbachev of the Soviet Union. Mr Bush is also due to meet allied leaders in Brussels afterwards.

US officials believe that on a longer-term basis it is desirable to strengthen and solidify US-EC links because changes in Eastern Europe create instability not only for the Soviet bloc but also for the Western alliance.

A senior State Department official said the Administration was not seeking "a 13th seat at the table" of the EC, but in a subtle way wanted to ensure that the EC has an Atlantic western

foundation."

Consequently the idea is being floated of some kind of institutional arrangement between Washington and Brussels to complement existing discussions within Nato. This is presented as a dialogue between two sovereign powers because the US has "to be very careful not to sound as though it is creating a new European order."

There is an overlapping process both of the EC developing a wider political remit, in relation to Eastern Europe, and of Nato taking on new missions such as regional conflicts and missile proliferation outside Europe.

This initiative is part of the evolving effort within the US Administration to respond to the unexpectedly rapid rate of change in Eastern Europe and to define what is meant by President Bush's theme of "Beyond Containment." By this he means the shift from

the Cold War approach of containing the Soviet Union, a task largely performed by Nato.

The suggestion of closer US-EC links is also meant as a reassurance to European countries concerned about an eastward shift in West German priorities and eventual German reunification. US officials say that a guiding principle in the process of EC integration is anchoring the Federal Republic in Western democratic values.

The Bush Administration's desire for a continuing voice in the European debate about its future also reflects concern about a possible revival of isolationism, both on the left and right, as a result of the apparent decline in the Soviet threat and of the greater economic strength of the West Europeans themselves.

President Bush has repeatedly sought to offer the reassurance that any deci-

sions either about the level of US forces in Europe or about broader relations with the Soviet bloc will only be taken after close consultation with the allies.

Mr Thomas Niles, the US Ambassador to the EC, said yesterday that in the light of the latest upheaval in East Germany "what we need to do now is maintain this relation, our unique ties."

He also welcomed the co-operative European approach reflected in this weekend's meeting of Community leaders in Paris and praised the efforts by the European Commission in co-ordinating Western aid for Poland and Hungary.

He argued that the notion that the Nato alliance would not be needed as East-West tensions eased was "a very dangerous concept." But that would not rule out changes in its role in the future.

Prospect of early UK entry to EMS fades

By Philip Stephens, Political Editor, in London

THE PROSPECT that Mrs Margaret Thatcher, the British Prime Minister, will seek full UK membership of the European Monetary System before the next general election is thought to have receded further in the wake of the Treasury's latest economic forecast.

Ministers believe that the relatively pessimistic projections for inflation and the trade gap in the Autumn Statement will reinforce the Prime Minister's reluctance to take sterling into the EMS exchange rate mechanism.

Mr John Major, the Chancellor, forecast in the Statement that the annual inflation rate would fall only gradually next year, remaining close to 6 per cent in the final three months of 1990.

In parallel, the Treasury expects the current account deficit in 1990 to be £15bn (\$23.7bn) - significantly below this year's £20bn but still accounting for about three per cent of national income which compare with an expected average inflation rate in the EC of around 4 per cent or less by the end of next year. West Germany's current account surplus is likely to stand at well over 5 per cent of its national income.

Ministers in favour of early EMS membership said they would still expect a serious review of the position later next year, with some senior cabinet members likely to press for participation.

Their case is expected to be strengthened this weekend by a warning from Mr Karl Otto Pöhl, the president of the West German Bundesbank, that Britain may be left behind as other European Community nations intensify cooperation.

In a Channel 4 television programme to be broadcast tomorrow evening, Mr Pöhl says that there is "a great risk" that other members of the EMS may decide "to go forward without Britain if Britain does not participate."

Some ministers believe that Mr Major's forecasts may turn out to be deliberately cautious, although it is understood that the new Chancellor made only minor adjustments to the figures already approved by Mr Nigel Lawson, his predecessor.

They conceded, however, that if the projections prove roughly accurate, Mrs Thatcher will have a strong case for arguing that the conditions for British participation agreed at last June's Madrid summit have not been met.

Those conditions, which include action by other Community governments to dismantle capital controls and to achieve further progress in the creation of the single market, stressed that Britain's inflation rate would have to be much closer to the EC average.

If a decision was delayed beyond next year, the view is that membership would be impossible before the general election expected in the autumn of 1991 or the spring of 1992.



Striking South Africa Transport workers march through the streets of Germiston after a clash that left policemen and protesters injured. Meanwhile, in Johannesburg, the Government announced plans to end segregation of recreational facilities, with all beaches affected immediately. Page 7

IBM admits that it sold used computer equipment as new

By Roderick Oram in New York

INTERNATIONAL Business Machines (IBM) said yesterday it had sold used computer equipment as new and misclassified foreign products as American-made to fill some US Government contracts in recent years.

Both problems are being investigated by the General Services Administration, the federal government's watchdog agency. Mr Edward Heffernan, an assistant inspector-general of the GSA, told a congressional committee yesterday.

It appears that IBM has violated the terms of its contracts with the government and may have violated federal law.

IBM's acknowledgement of the problems came only days after Boeing, another pillar of the US business community, pleaded guilty to using stolen

components. The aerospace group is to pay \$5.2m in fines and restitution.

Yesterday's announcement by IBM, the world's largest computer maker, was tinged with anger. It said its reputation was "built on the quality of IBM products and service, and on the high standards of business conduct by our employees. IBM is angered by efforts to impugn, without evidence, that reputation."

The incidents came to light in a Congressional investigation of the US Navy's long-standing practice of awarding the vast bulk of its data-processing equipment contracts to IBM. An IBM spokesman said that IBM's competitors are dredging up minor and irrelevant stories after failing to prove the Navy is biased.

Both cases had resulted from "administrative errors and not by any intent to deceive the government," IBM stated. After

uncovering the problems in internal audits, the company had brought the used-for-new issue to the government's attention in February 1987, and the country of origin issue in February 1988.

The government could levy a range of sanctions from fines and restitution to temporarily barring IBM from contract competitions, analysts said.

The investigation has yet to reveal the scope of the problems but it extends beyond Navy contracts and might apply to some \$700m to \$800m of business a year, the GSA

said. IBM said it filled less than 2 per cent of the value of contracts with used equipment.

"The systems involved were invented, tested and reconditioned as necessary, and warranted the same as new systems, and their performance is comparable to newly manufactured products."

US trade deficit narrows to lowest level for five years

By Anthony Harris in Washington

THE US trade deficit narrowed sharply in September to \$7.9bn, the lowest figure for five years, the Commerce Department reported yesterday. At the same time the August deficit, originally reported as \$10.5bn, was revised down to \$10.1bn.

The improvement, which owes a great deal to the manufacturing slowdown in the US which has cut shipments of materials and capital equipment, and to the timing of aircraft deliveries, was greeted with reserve by the Administration.

Mr Robert Mosbacher, the Commerce Secretary, described the improvement as "moderate" and "about in line with our forecasts of a \$110bn-\$115bn deficit for this year."

Treasury Under-Secretary David Mulford told the Senate banking Committee that fur-

ther progress would at best be slow, while there might be some deterioration in the balance of payments.

The figures were some \$1bn better than the consensus market forecast, but there was little reaction to the announcement in either the currency or the securities markets.

The underlying trends show a slowing of growth on both sides of the merchandise account. In the first nine months of this year exports were 14.5 per cent above the same period in 1988; last year the improvement was 29.1 per cent over 1987. Growth through the year has slowed further, showing an annual rate of 8.5 per cent since January.

On the import side, shipments in the first nine months are 8.2 per cent up, compared with 9.1 per cent in the previous

year, but growth since January has been at an annual rate of less than 1 per cent.

There was a recovery of \$800m in aircraft exports, which more than accounts for the whole export growth. This sector, which is always erratic, has been distorted this year by technical difficulties with the Boeing 747-400, which delayed delivery of a substantial order book until the final month of the year. Some setback on this account is in prospect, because Boeing is suffering an industrial dispute.

On the import side the most striking feature of the figures is the standstill in car imports, year on year, after a long period in which the growth of car imports was responsible for much of the deterioration in the US trade account.

Continued from Page 1

There has been intense speculation recently that Mr Gyllenhammar is keen to find suitable European partners for Volvo, building up a large automotive conglomerate capable of meeting the challenge of 1992. At present discussions are going on with the French company Renault on close co-operation, and Mr Gyllenhammar said yesterday that Volvo was waiting for a decision from the Spanish government on its attempt to purchase the truck company Enasa.

Observers believe that Mr Gyllenhammar is laying the foundations for the company's wider European future in the 1990s. His long reign at Volvo has made the company one of the most profitable and successful in the Nordic region.

Under his direction Volvo has managed to combine a relatively sound entrepreneurial approach but with a concern for environmental questions as well as humane work organisation.

Mr Gyllenhammar's business

Bid to boost freight rates

Continued from Page 1

The Transpacific Stabilisation Agreement (TSA) took effect in March after being approved by the US Federal Maritime Commission.

Under the TSA, the 13 main lines of the Pacific routes each agreed to reduce capacity by 10 per cent and to work together to increase freight rates.

The FMC ruled that the agreement was legal under the 1984 US Shipping Act, which governs maritime trade with the US. However, such an agreement might not be legal under EC competition law.

At the end of last year, there were 245 ships operating between Japan and North America, accounting for 26 per cent of world container carrying capacity.

There are 226 ships in the trade between Japan and Europe, accounting for just under 22 per cent.

Volvo chief names heir apparent

Continued from Page 1

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Mr Gyllenhammar's business

experience has not been in the automotive industry but mainly in the forestry sector. A graduate of Lund University, Mr Zetterberg worked in the cellular division of Sweden's major paper company Svenska Cellulosa, ending up as its head.

Yesterday Volvo announced strong results for the first nine months with an increase in profits (after financial items) to SKr6.17bn (\$961m) from SKr4.4bn for the same period of 1988.

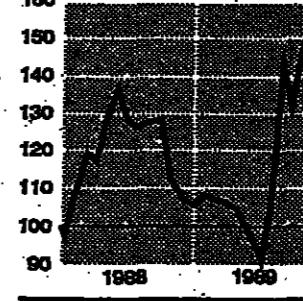
Mr Zetterberg's business

THE TEN COLUMN

Utilities turn on the tap

Wellcome

Share price relative to the FT-A All-Share Index



shares; and other likely friends such as Prudential or smaller home service insurers probably speak for no more than 5 per cent between them.

The whole affair is distinctly modifying in what it reveals about institutional investors' readiness to sell out to an underpriced bid. If AMP wins, then it will have taken Pearl on a multiple of only 9.5 times its £130m of embedded value earnings which Pearl expects this year. If this is not institutional short-termism, given Pearl's dividend record, it is hard to know what is; and Pearl must find a white knight to shareholders.

At

first

sight

BT's

9.4

per cent interim dividend rise and prospective yield of under 6 per cent may not look particularly generous, especially if the water companies are going to yield well over 8 per cent on day one. But if it were to brave the wrath of its unions and use the long-term pension savings of £200m plus to boost the payout to its shareholders, the market might begin to revise its wary opinions about BT's longer-term prospects. After all, the saving could be worth 25p per share, or almost a quarter of last year's payout and at least BT, with its double-digit volume growth, can claim that unlike gas or water it is in a long-term growth industry.

AMP/Pearl

It is hard to feel anything but dismay at the speed with which AMP's now 26.30 per share offer for Pearl flushed out institutional sellers. With 35 per cent of Pearl already in its hands, AMP is not yet assured of victory, but it is close. Pearl knows that its most loyal backer, Britannic, has only 4.89 per cent of its

shares, less safe. Net liquid funds increased only £15m in the first half, compared with £228m last year. Some of the worsening was down to an increase in working capital prior to the docks dispute; also, the company is now paying dividends. But capital expenditure is running at about £400m this year, or twice depreciation, that is likely to be too cheap as too dear.

Forecasts for this year mean

little, since they depend criti-

cally on when the AIDS drug

Retrovir is cleared for use

in asymptomatic patients in the

US. At the earliest, this could

come by the first quarter of

next year. The next question is

how many asymptomatic

patients will take the drug.

No-one knows that either. Nor

is it clear whether the price,

having already been reduced

twice to 20 per cent, will have

to be cut again; and if so,

whether this would further

stimulate demand, allowing

margins to be maintained on

higher sales.

Yet all this has its price.

British Steel's late-1980s

reputation as a "cash generator

looks less safe. Net liquid

funds increased only £15m in

the first half, compared with

Friday November 17 1989

INSIDE

Testing time for
Eurobond issues

The fixed-price reoffered method of syndicating new Eurobond issues faces its fiercest test this morning, when Merrill Lynch plans to price and launch a \$500m five-year deal for General Motors Acceptance Corporation. Yesterday's announcement of the issue for pricing discussion sparked heated debate between Merrill Lynch and its eight co-managers — the first time price negotiations have proved sticky on a fixed-price Eurobond deal. Other such deals have caused comment because banks felt the lead managers did not seek general agreement before launching the bonds, but in this case Merrill said it was looking for a consensus. Andrew Freeman reports. Page 31

British Gas's dividend surprise

British Gas yesterday announced a surprise increase in its interim dividend, lifting the half-year payment by 16.4 per cent to 3.2p a share. Mr Robert Evans, chairman, said the basic dividend policy, which was based on current cost profits while ignoring unusual events in single years, was unchanged. But the company had decided it could afford a higher level of pay-out, he said. Page 32

Opening door to potential

A metallurgical breakthrough lies at the root of a US\$330m nickel production project announced yesterday by Australian Consolidated Minerals and Outokumpu, the state-owned Finnish group. Page 40

Strangers on the family farm



Foreign investors are buying into US agriculture. They now own 1 per cent — or 12.5m acres — of US farmland and are hoping that the lean years of earlier this decade are over. Even if the bad times have not gone, there is evidence to show that US farmland is a better long-term investment than business real estate. But there are two important caveats, warns Rachel Johnson. Page 31

On the other side of the street

At a time when business on the British high street is looking gloomy and consumer demand is slowing in the US, retailers on the Continent have plenty to smile about. Consumer spending has been buoyant for much of this year and there is new demand brought about by the opening of the Iron Curtain. Add to this the prospect of more cross-border links and foreign interest in the prime land sites owned by big department stores, and it becomes clear why many continental retail stocks have outperformed this year. Page 32

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Hong Kong Telecoms	22	US Memories	22
Hyatt	22	Unitech	22
IEP Securities	22	Volvo	22
Kawasaki Kisen	22	Westpac Banking Corp	28
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LVMH	22		

Chief price changes yesterday

	FRANKFURT (DM)	PARIS (FFP)
Mass	223 + 57	Europe Mkt 830 + 842
Deutsche Börse	588 + 21	Europex 47 + 34
McDonalds	270 + 125	Finsa 3319 + 167
Metzgerkraft	513 + 17	Folio 1000 - 102
Vest	3155 + 70	Forbes 1000 - 412
Volkswagen	513 + 17	Forbes 1000 - 105
		Forbes 1000 - 121
		UF 622 - 213
		TOKYO (Yen)
Campbell Soup	501 + 5	Mitsui 800 + 68
Carrefour	254 + 14	Kyoto 1000 + 100
Kawasaki	494 + 14	Monex 1240 + 120
Paramount	55 + 1	Monex 1240 + 120
Tele 5 Broadcast	423 - 81	Nikkei 1000 + 82
Comptel Comms	94 - 9	Nikkei Comms 1000 + 82
		For Electronics 1700 + 70
		New York prices at 12.30pm
		LONDON (Pence)
Esso	539 + 20	Folio 1000 - 2
Statoil	2012 + 7	AUSA 134 - 2
British Telecom	267 + 15	STB 417 - 2
Car	207 + 12	Bors 265 - 12
Motorway Comm	519 + 28	Bors 185 - 4
Castrol	587 + 9	Colgate 259 - 11
Pearl	569 + 52	Deutsche 215 - 42
Smurfit	254 + 2	Sketchley 333 - 14
Wolseley	724 + 15	Sabena 1052 - 125

AMP raises Pearl offer to £1.24bn

By Ray Bassford in London

AUSTRALIAN Mutual Provident yesterday took a commanding position in the takeover battle with Pearl Group following the announcement of a sharply increased offer for the UK life assurance company.

AMP, Australia's biggest life house, raised its offer from 650p to 690p cash a share and launched a market raid which more than doubled its holding in Pearl to 38 per cent.

The new offer values the company at £1.24bn (US\$250m) and, if successful, would be the biggest ever foreign takeover of a UK insurance company.

The attempted takeover of Pearl is part of AMP's plan to

expand away from domestic market which offers limited scope for growth. The bid follows its strongly contested acquisition, earlier this year, of London Life, the mutual life insurer.

Mr Ian Salmon, chief general manager of AMP's international operations, said he was confident of victory after an encouraging initial response to the offer. "We are hopeful that a steady flow of shares will come our way and that we will win the company," he said.

AMP said it had received support from a broad range of institutional investors during the raid, with the biggest participation coming from Warburg Asset Management, which sold its 8 per cent holding.

going to fight to avoid the AMP getting any more shares. There is still about two-thirds of the capital to fight for," he said.

Britannic Assurance, Pearl's second biggest shareholders with a 5 per cent holding, said it considered the offer inadequate and would retain its shareholding.

Other shareholders with about 10 per cent of the capital are today expected to support Britain's stance.

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Pearl based its defence against the bid on an appraisal value of the company's shares which was carried out by a firm of independent actuaries.

The study concluded that by combining the value of shareholders' funds with the profits that Pearl would generate from present and future business, the shares were worth 66p a share.

Following the release of this figure last Tuesday, the company's shares firmed slightly to 650p, the price around which AMP was expected by some City analysts to pitch its revised offer.

AMP had until next Tuesday to announce a revised offer.

Pearl shares yesterday jumped 42p to 68p after the announcement of the increased offer which had been expected to come closer to next Tuesday's deadline.

AMP built up the 18 per cent stake through purchases last year in the market representing a 10 per cent stake.

A clear warning of potentially hostile intentions came earlier this year, when AMP bought a block of shares representing 13 per cent of the capital.

The company is believed to have paid an average of 610p for these shares, meaning that if the bid is successful it will have paid about 640p a share.

Lex, Page 26

BAT bid 'could be 80% cash'

By Nikki Tait in London

SIR JAMES GOLDSMITH's Hoylake consortium says if it was making a new bid today for BAT Industries, the UK tobacco-based conglomerate, it would pitch the offer at 650p a share.

At least 80 per cent of the offer would be in cash. The structure of a hypothetical bid for BAT as currently constituted was set out in new filings with nine US state insurance commissioners.

Hoylake, whose initial £13.5m (£21.5m) bid lapsed in September, needs approval from the commissioners for a change of ownership of Farmers Group, BAT's US insurance subsidiary.

The Takeover Panel allowed Hoylake to lapse the offer on the condition that if these clearances were secured and Hoylake wanted to

rebid, it would do within 21 days.

A number of commissioners, however, say they must know more about any potential new bid from Hoylake before they can assess the impact on Farmers. It is partly to deal with these requests that the new filings have been made.

These suggest that one-fifth of the consideration would comprise of Hoylake loan stock, automatically exchangeable for shares in the UK-listed Anglo group. Subject to market conditions, Hoylake might replace this element by cash — funded by the issue of Hoylake shares to Anglo. At present, 75 per cent of Anglo is owned by companies run by Sir James or Mr Jacob Rothschild, another consortium member.

If the loan stock was offered, it would end up owning 63.75 per cent of Hoylake shares and hold 100 per cent of the votes. Hoylake would own BAT. The other four-fifths of the consideration would consist of Hoylake senior debt or

cash, with any debt underwritten or placed with banking institutions to give shareholders cash.

The overall shape of the offer is similar to that previously proposed, but this is the firmest suggestion to date of a high cash element. BAT was quick to point out that these hypothetical proposals are not binding.

According to the documents, projections by accountants Price Waterhouse suggest that Hoylake's gearing immediately after an offer, assuming that BAT's own planned restructuring had proceeded would be about 150 per cent, but fall to 24 per cent after a year. This model uses analysts' estimates for sale prices Hoylake might realise for other "non-core" BAT assets.

In addition, the new filings attempt to tighten the arrangements by which Hoylake would gain control of Anglo shortly after gaining control of BAT. Part of Hoylake's argument is that its own offer and plans for BAT of little relevance to the commissioners.

They also reveal that the list of other prospective investors in the Hoylake consortium has diminished slightly — with the likes of GEC, Mrs Barbara Flick, the Duke of Beaufort no longer featuring. However, Sir James claimed yesterday that the latest subscription agreement — under which the continuing investors have actually subscribed £16.3m, but could be entitled to put up £1.8m — was not necessarily indicative of those who might come in if a new bid was made.

The Arizona commissioner's office, which has pressed strongly for further bid details, said it could not comment until it had examined the filings.

Navistar seeks to return to Europe

By Kevin Done in Frankfurt

NAVISTAR International, the leading North American medium and heavy truck maker formerly known as International Harvester, is seeking to re-enter the west European market, less than a decade after it was forced to withdraw in disarray with its North American operations on the heels of a falling oil price.

Mr Jim Cottrell, Navistar chairman and chief executive, said yesterday that the group was seeking links with European truck makers both in engine manufacturing and in truck distribution and assembly.

Navistar was in discussions with several European truck producers and was considering a range of options, including joint ventures, marketing relationships, equity links or technology licensing deals.

"We are developing a strategy for Europe. We have had discussions about engine development, the sale of engines or the transfer of technology. Expanding outside North America is now a major strategic long-term move."

Mr Cottrell said that Navistar was also working to modify part of its medium-sized truck range (10-15 tonnes gross vehicle weight) for the European market. It was seeking links with European truck makers in distribution and in local assembly in order to avoid European Community 22 per cent tariffs on direct truck imports.

Navistar intended to seek out specific market niches. "We would not try to blanket the market," said Mr Cottrell.

Navistar, the world's leading producer of mid-range diesel engines (125-270 bhp), is seeking to gain a foothold in Europe with what it claims is the world's first "smokeless" diesel engine.

The engine, which is due to enter volume production in 1992, has been developed to meet tough US exhaust emissions standards for truck engines due to come into force in 1994.

Navistar believes that the EC will follow the US lead for tougher emissions controls for trucks, as has happened with cars.

At the beginning of the 1980s Navistar, then International Harvester, had a significant presence in the European truck industry. It owned Seddon Atkinson in the UK, had a 38 per cent stake in DAF of the Netherlands, and had management control and an option for majority equity control of Knorr in Spain. It was forced to retreat to North America in the face of financial collapse.

Peterborough Special Effects is essential

INTERNATIONAL COMPANIES AND FINANCE

Sun and Unisys decide not to invest in Dram venture

By Louise Kehoe in San Francisco

US MEMORIES received two further setbacks yesterday when both Sun Microsystems and Unisys said they would not invest in the collaborative venture aimed at establishing a major new US manufacturer of dynamic random access memory (Dram) chips.

The decisions follow announcements by Apple Computer and Tandy that they will not invest in US Memories. All the companies will buy large amounts of Dram chips and might have been expected to welcome the opportunity of guaranteeing a ready supply from a US company.

Sun said yesterday that it had decided not to invest because it has "forged long-term strategic relationships with number of Dram suppliers worldwide."

Oil services company lifts income

By James Buchan

In New York

BAKER Hughes, the oilfield services company formed from the merger in 1987 of Baker International and Hughes Tool, reported a striking 27 per cent increase in its net income for the quarter to September as it continues to reap benefits from the merger.

The strong quarter, which came despite little drilling activity and falling sales revenues, lifted the Houston company's profit for its fiscal year to September to \$32.7m or 64 cents a share before extraordinary items. This was 39 per cent ahead of the \$25.4m or 45 cents a share of 1988.

Mr James Woods, chairman, said that earnings for the fourth quarter were \$36.2m or 59 cents a share. Net income in the fourth quarter of 1988 was \$48.2m or 39 cents a share.

Revenues were \$604.2m against \$567.7m.

For the full year, after-tax profits were \$35.4m or 56 cents a share, while nine-months earnings advanced 21 per cent to \$27.4m or 54 cents.

However, total sales dipped 3 per cent to \$368m following the

US Memories is seeking \$800m to \$800m in capital from US semiconductor and computer companies. The venture aims to sell up to 10 per cent of its equity to companies and in return to guarantee them a share of its output.

US Memories received seed capital from seven leading US companies: IBM, Hewlett-Packard, Digital Equipment, Intel, National Semiconductor, Advanced Micro Devices and LSI Logic. In addition, IBM has promised to license its Dram process technology and chip designs to the venture.

But the venture had hoped to complete its financial arrangements by the end of the year, to begin building a memory chip plant early in 1990.

Responding to Sun's announcement yesterday, Mr

Sanford Kane, president of US Memories, said it was a "disappointment, but certainly not a major blow to US Memories."

"Sun is one of 18 companies considering investing in US Memories - more than enough to make US Memories happen. Considering the wild swings we've experienced over the last few years in Dram pricing and availability, it is difficult to understand why a company dependent on Drams would not actively support this venture."

However, US semiconductor industry executives acknowledged that the chances of US Memories raising sufficient funds are diminishing. Their support for the venture depends on at least half the capital coming from the computer systems side of the industry.

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In Hong Kong

HONGKONG Telecommunications, a subsidiary of Cable and Wireless of the UK, yesterday unveiled a sharp increase in profits.

Profits after tax, minority interests and transfers to a development fund rose to HK\$2.07bn (US\$264.5m) for the six months to end-September, up 34 per cent on last year's A\$65m.

Mr Stuart Fowler, managing director, said it was "a record year in a challenging year."

Although business conditions were likely to remain difficult, he said the group was "well-positioned to improve" in the current year.

The advance was achieved on turnover which rose by 21 per cent to HK\$6.37bn. The boost came primarily from the international telephone business, which grew by 27 per cent over the same period last year.

Although earnings per share, at 78 cents, were down from 79.9 cents, the group declared a

Brain drain helps boost Hongkong Telecom

By John Elliott

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Westpac soars 34% to A\$791m

By Chris Sherwell in Sydney

In Hong Kong

WESTPAC Banking Corporation, the largest of Australia's Big Four commercial banks, yesterday reported higher-than-expected profits of A\$791m (US\$620.5m) for the year to September, up 34 per cent on last year's A\$58m.

On the stock exchange, the share price finished 12 cents higher at A\$5.08.

The group's total operating income rose only 7 per cent to A\$3.55bn. Of this, interest income after provisions for bad debts actually dipped 2 per cent to A\$2.5bn, while non-interest income increased 24 per cent to A\$1.55bn.

A breakdown of the A\$791m reported profit indicated the bulk - A\$724m - came from the group's retail banking operation, including its home-lending business. This was double the previous year's contribution, and reflects a 40 per cent increase in home loans to A\$10bn, which has made Westpac Australia's largest home lender.

By contrast, the hefty

fully-franked final dividend of 27.5 cents per share, making a total of 53.5 cents for the year, up 22 per cent on the previous year.

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INTERNATIONAL COMPANIES AND FINANCE

Tesco raises £140m by leaseback on 17 stores

By Paul Cheshire, Property Correspondent

TESCO, the supermarket group, is selling 17 of its most modern stores to Land & Property Trust, a private property investment company, for £240m (\$361m), in one of the biggest single retail property transactions seen on the British market.

The stores, mainly in London and the south-east of England, are being leased back to Tesco for 30 years. They are in Tesco's books at £50m.

This is the third significant move by Tesco in recent months to release capital from its property for the mainline business.

It established a joint venture company with Slough Estates that bought in £75m and, with Land Securities, it did a sale and leaseback deal on a warehouse complex to obtain £24.5m.

British retailers increasingly

have sought to use their property as an active rather than a passive asset. The moves taken by Tesco with its £1.2bn portfolio have been matched in different ways, by, for example, Kingfisher, Sainsbury and Storehouse.

At the same time there has been growing interest among property investment companies in the supermarket section of the market, despite the general caution about the prospects for the retail industry. This has meant that Tesco has been able to sell into a firm market.

Tesco said it would repay some short-term borrowings and use the funds to help finance its expansion programme.

Mr Berger is a member of a well-known but secretive property family which is believed to have assets worth £2bn, mainly in the residential sector.

VW up to DM609m in first nine months

By Helg Simonian in Frankfurt

GROUP net profits at Volkswagen, the West German motor group, increased by 45.3 per cent to DM609m (\$830m) in the first nine months of this year, buoyed by the European car market, the success of the new Passat saloon and production cost reductions.

The results were well ahead of VW's 30 per cent profits jump to DM403m reported at the six months' stage.

The company said the figures emphasise its determination to retain its position at the top of the European car league this year, while worldwide sales look set to top 2m units for the first time.

Group turnover in the first nine months accelerated by 12 per cent to DM42.2bn, despite an increase of only 2.5 per cent in production to 2.15m units, compared with 2.13m in the same period last year.

The improvement in unit value came in spite of the sales campaign launched earlier this year.

That campaign, along with cost reductions in production, has bolstered the group's competitive position. Despite record demand for some models, leading to production bottlenecks, VW reduced its domestic workforce by 2.1 per cent to almost 162,000, while raising the numbers employed abroad by 7.5 per cent to nearly 32,000. Meanwhile, investment in the period went up by 5 per cent to DM3.14bn.

Foreign demand for VW models remains particularly strong, with turnover rising by almost 15 per cent to DM30.7bn, against a 7.4 per cent rise to DM17.5bn at home.

Deliveries in Europe went up by 10.4 per cent to 972,544, a new record, compared with a near static 847,280 units in Germany.

Sales in North America fell by over 21 per cent to 144,312 units. The picture in Latin America, where sales increased by 51 per cent to 274,302, is diverse. While unit turnover jumped by over 32 per cent in Mexico, the group continued to face problems with its strike-bound Antofagasta joint venture, VW said.

The two, if combined, would have total turnover of around FF16.5bn (\$880m), still some way behind Club Med.

Close vote likely on LWT restructuring proposals

By John Riddings in London

SHAREHOLDERS in London Weekend Television will decide today whether to accept the commercial television company's controversial proposals for a radical capital restructuring and new incentives for top management.

Mr Christopher Bland, LWT's chairman, is confident his scheme will receive the necessary 75 per cent vote. However, opposition from institutional investors means the outcome will be close.

If passed, the scheme will put in place the most radical response by a UK television contractor to the challenges of renewing its franchise when it expires in 1992. It will create a new, highly geared, company to which top management is tied by a performance-related equity stake.

Mr Bland believes the scheme is necessary to retain loyalty of top management and increase efficiency. He argues the switch from equity capital to debt will allow a higher annual payment for the franchise.

Mercury Asset Management, LWT's single largest investor, with almost 11 per cent of the shares, is expected to support the scheme, as is Schroder.

Investment Management which speaks for 5.6 per cent.

However, Pearl Assurance, the most vocal critic of the scheme since it was announced in August will cast its vote, worth 5.4 per cent of the shares, against. Pearl's concern concerns the high gearing involved, and whether restructuring is necessary. Similar concerns are expressed by Scottish Amicable, a smaller investor, which is expected to oppose the motion.

Much will depend on how the Prudential votes its 6.4 per cent holding. The Pru has a number of reservations including the use of an absolute measure of share price performance to determine management's rewards.

Most analysts believe the proposals will be carried. One said the prospect of a highly geared television company was less attractive given the current level of interest rates and the downturn in advertising.

Ericsson forecasts SKr3.5bn

By Robert Taylor in Stockholm

ERICSSON, the Swedish telecommunications group, recorded a 17.2 per cent increase in profits (before appropriations and tax) for the first nine months of 1989. They rose to SKr2.32bn (\$361m) from SKr2.55m last year.

Sales and order bookings have improved strongly over the nine months, both increasing by 27 per cent.

Net sales rose to SKr26.1bn from SKr26.5bn and orders to SKr28.4bn from SKr23.1bn.

The company said yesterday that the continued growth in

profits during the third quarter was mainly due to higher operating income in public and radio telecommunications.

The results do not include recent bid orders for the Axe system in the US.

The company believes that profit (before appropriations and tax) will rise to more than SKr3.5bn, nearly double last year's figure, which itself was 68 per cent higher than in 1987.

Chief executive Mr Bjorn Svedberg said the company had enjoyed a successful nine months but could not relax.

Daimler falls to DM1.26bn

By Helg Simonian in Frankfurt

GROUP net profits at Daimler-Benz, West Germany's biggest industrial company, slipped to DM1.26bn (\$864m) from DM1.28bn in the first nine months of 1989, although profits for the whole year should maintain the DM1.70bn earned in 1988.

Passenger car production fell to 404,783 units in the nine months, from 423,143. Domestic sales of Daimler's cars dropped by 14 per cent to 183,350 units, with demand overshadowed by continuing concern about emissions from diesel engines, which traditionally make up a substantial share of the range.

In the nine months, turnover at Mercedes-Benz, Daimler's

vehicles subsidiary, went up to DM41.3bn from DM40.0bn, with sales of trucks, which reached DM17.2bn, accounting for the bulk of the increase.

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The US market also remained difficult, with a 12 per cent fall in unit sales. How-

ever, the group said it was now seeing signs of a stabilisation in US demand, leading it to predict sales of 75,000 units in the US this year.

Elsewhere in Europe, as in Japan, demand rose substantially, meaning passenger car sales for the year should remain unchanged from the 550,000 units sold in 1988.

The market in the international truck market was reflected in rises in demand in the group's main markets, although it was partly held back by capacity constraints.

Buehrmann-Tetterode expands in US

By Helg Simonian in Frankfurt

BUEHRMANN-TETTERODE, the Dutch packaging group, expects to expand its fledgling office supply business through the purchase of M.S. Gilm and Public Office Supply from Hillman of the US, writes Our Financial Staff.

Buehrmann said the acquisitions would expand its US market reach into the key Chicago and Washington office supply

markets. The two companies have combined sales of around \$150m and employ about 900 people.

Office supplies is targeted by Buehrmann as a key growth area, especially since the company has recently been pulling out of the sporting goods and toys distribution markets.

Buehrmann is also in talks to acquire unspecified minority

stake in three Hillman affiliated office supply distributors.

Buehrmann did not disclose financial details of these negotiations or companies. It noted that Hillman's other computer and office supplies business are not part of the transactions under discussion.

Buehrmann's main business lines are in specialty papers and packaging products.

DIESEL KIKI CO., LTD.

U.S. \$200,000,000

4 per cent. Notes due 1994

with

Warrants

to subscribe for shares of common stock of Diesel Kiki Co., Ltd.

Issue Price 100 per cent.

Yamaichi International (Europe) Limited

IBJ International Limited

Daiwa Europe Limited

DKB International Limited

Mitsubishi Trust International Limited

Nomura International

Bank of Tokyo Capital Markets Group

Banque Bruxelles Lambert S.A.

Baring Brothers & Co., Limited

Bayerische Vereinsbank Aktiengesellschaft

Citicorp Investment Bank Limited

Credit Suisse First Boston Limited

Deutsche Bank Capital Markets Limited

Goldman Sachs International Limited

Kleinwort Benson Limited

KOKUSAI Europe Limited

Kyowa Finance International Limited

J.P. Morgan Securities Asia Ltd.

Morgan Stanley International

New Japan Securities Europe Limited

Nippon Kangyo Kakamara (Europe) Limited

Okasan International (Europe) Limited

Saitama Finance International Limited

Salomon Brothers International Limited

Sanwa International Limited

J. Henry Schroder Wag & Co. Limited

Société Générale

Taiheiyo Europe Limited

Taiyo Kobe International Limited

Wako International (Europe) Limited

S.G. Warburg Securities



CHUETSU PULP INDUSTRY CO., LTD.

U.S. \$100,000,000

3% per cent. Guaranteed Notes 1993

with

Warrants

to subscribe for shares of common stock of Chuetsu Pulp Industry Co., Ltd.
The Notes will be unconditionally and irrevocably guaranteed by

The Industrial Bank of Japan, Limited

Issue Price 100 per cent.

Yamaichi International (Europe) Limited

IBJ International Limited

Nippon Credit International Limited

New Japan Securities Europe Limited

Morgan Stanley International

Barclays de Zoete Wedd Limited

Goldman Sachs International Limited

Kuwait Foreign Trading Contracting & Investment Co. (S.A.K.)

The Nikko Securities Co., (Europe) Ltd.

Norinchukin International Limited

Svenska Handelsbanken Group

S.G. Warburg Securities

Consumerbank Aktiengesellschaft

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NEW ISSUE

This announcement appears as a matter of record only.

November, 1989



HEIWADO CO., LTD.

U.S.\$100,000,000

3 1/8 per cent. Bonds 1993

with

Warrants

to subscribe for shares of common stock of Heiwado Co., Ltd.

ISSUE PRICE 100 PER CENT.

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Nomura International

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M.I.M. Holdings Limited

U.S.\$115,000,000

Revolving Credit Facility

Bank of Tokyo Australia Ltd.

Chuo Trust and Banking Company, Limited

The Daiwa Bank, Limited

IBJ Australia Bank Limited

Mitsubishi Trust Australia Limited

The Nippon Credit Bank, Ltd.

The Sanwa Bank Limited, Hong Kong Branch

The Bank of Fukuoka, Ltd. The Hiroshima Bank, Ltd. Hong Kong Branch

The Yasuda Trust and Banking Company, Limited Singapore Branch

The Hokuriku Bank, Ltd.

July 1989



Federal National Mortgage Association

\$7,000,000,000

Floating Rate Japanese Yen Debentures

Due May 17, 1990

Notice is hereby given, that the rate of interest from November 17, 1989 through and including May 16, 1990 is 6.08% per annum. Interest payable on May 17, 1990 will amount to \$30,150.00 per \$1,000,000 principal amount.

By The Chase Manhattan Bank, N.A. London, Fiscal Agent

November 17, 1989



BRITANNIA BUILDING SOCIETY

£125,000,000

Floating Rate Notes 1995

In accordance with the terms and conditions of the Notes, notice is hereby given that for the three months interest period from and including 15th November 1989 to (but excluding) 15th February 1990, the Notes will carry a rate of interest of 15.1325 per cent. per annum.

The relevant interest payment date will be 15th February 1990. The £100,000 principal per £100,000 will be £341.90 payable against surrender of Coupon No. 4

Hambros Bank Limited Agent Bank

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FINANCIAL TIMES

EUROPE'S BUSINESS NEWSPAPER

INTERNATIONAL CAPITAL MARKETS

Treasuries post modest losses at mid-session

By Janet Bush in New York and Rachel Johnson in London

US TREASURIES responded negatively to yesterday's trade figures for September and posted modest losses at mid-session.

The benchmark long bond was quoted 5/32 point lower for a yield of 7.88 per cent.

The Commerce Department reported a merchandise trade deficit in September of \$7.94bn, the lowest monthly shortfall since December, 1984. August's deficit of \$10.8bn was revised down to \$10.1bn.

The substantial narrowing in the deficit in September was due to a 1.9 per cent increase in exports and a 3.9 per cent decline in imports.

The bond market chose to concentrate on the rise in exports which suggests that exporters are continuing to lend some support to the manufacturing sector of the economy. Exports in August were revised higher by \$200m.

Bond traders appeared not to take as much notice of the fall in imports which could be

BENCHMARK GOVERNMENT BONDS

	Coupon	Red Date	Price	Change	Yield	Week Ago	Month Ago
UK GILTS	13.500	9/2	104.08	-0.62	11.87	11.48	11.48
	9.750	1/6	94.27	-0.22	10.71	10.55	10.55
	9.000	10/6	93.05	-0.79	9.87	9.88	9.88
US TREASURY *	8.000	8/8	100.29	-7.88	7.84	7.95	7.95
	8.125	8/10	102.27	-1.62	7.67	7.85	7.85
JAPAN No 111	4.800	9/24	94.24	-0.19	6.50	5.49	5.25
No 2	5.700	3/07	101.5551	-5.52	5.45	5.18	5.18
GERMANY	8.750	6/28	98.5000	-0.100	7.42	7.20	6.99
FRANCE BTAN	8.000	7/24	94.1483	-0.289	9.99	9.40	9.22
OAT	8.125	5/29	94.3700	-0.170	9.01	8.85	8.76
CANADA *	8.000	10/28	100.2200	-0.063	9.45	9.42	9.48
NETHERLANDS	7.250	7/26	93.6000	-0.170	7.77	7.82	7.46
AUSTRALIA	12.000	7/29	93.2030	-0.307	13.28	13.35	13.35

London closing, denotes New York morning session. Prices: US, UK in 25sds., others in decimal yield. Local market standard.

Technical Data/ATLAS Price Source

Prices: US, UK in 25sds., others in decimal yield.

Technical Data/ATLAS Price Source

Some bond market analysts said the modest price drops yesterday morning had only a modest amount to do with the trade release. Prices had been trading towards the top end of their current range for about a week and looked vulnerable to minor profit-taking.

In GERMANY, uncertainty dominated trading after the bond market opened slightly firmer. The market was quiet, and closed 10 pence down on the day's trade after a bearish response to economic figures from the US.

Although both cash and futures were quiet, eight-year bonds were the focus of some buying interest as they had begun to look cheap. Politically, the market remains unsettled and anxious about the economic impact of recent events. But the boost the events are likely to give Chancellor Kohl's standing as leader injected a note of confidence.

SEK, the Swedish export credit agency, has arranged a \$750m US medium-term note programme, including the explicit option to index the notes' redemption price to commodity prices and currency movements.

Merrill Lynch arranged the programme.

GOVERNMENT BONDS

interpreted as showing that demand is weakening.

The dollar was boosted by the trade news but the US Federal Reserve was reported to have been attempting to stop the US currency rising above Y144.00. At mid-session, the dollar was quoted at this level exactly compared with an earlier low of Y143.45.

The bond market is still trying to ascertain exactly where the Fed is currently targeting the Fed funds rate. It opened at 8 1/2 per cent on the first day of the new statement fortnight, but then slipped to 8 1/4 per cent.

The debate is a fairly arcane one about whether the bottom end of the Fed's target range is 8 1/2 per cent or 8 3/4 per cent.

The PHILX has the option of trading its index participations on its Board of Trade subsidiary which is regulated by the CFTC. However, Mr Giordano said the index participations are aimed at individual investors who would have little access to them if they were traded as commodities products.

Hylsa makes sharp cut in foreign debt

By Richard Johns in Mexico City

HYLSA, the steel-producing affiliate of the Mexican conglomerate Grupo Alfa, has sharply reduced its foreign debt under a refinancing and prepayment package.

Debt fell from \$574m in April 1988 to \$151m at the end of last month. The reduction was achieved mainly by buying back \$280m in the secondary market at a 60 per cent discount at a cost of \$12m, said Mr Ernesto Ortiz Lumberton, Hylsa's finance director.

The balance was reduced at close to face value at a cost of \$11m under an agreement arranged by J.P. Morgan and concluded with creditors in New York late last month.

The refinancing and prepayment follows a debt restructuring last year under which 21 per cent of Hylsa's capital was issued to creditors following a debt write-down from \$1.2bn to \$574m.

"In total, Hylsa spent some \$400m pesos, or in terms of dollars, some \$207m to cover liabilities of \$405m, which implies an overall discount of 42 per cent," Mr Ortiz said.

Debt has been halved from 40 per cent to 20 per cent of Hylsa's capital, he added. The reduction will increase Hylsa's freedom to raise money for expansion and modernisation.

India launches private sector venture fund

By R.C. Murthy in Bombay

INDIA'S first private sector venture capital company, Credit Capital Venture Fund (CCVF), has been launched in Bombay by three brothers of the Lazarus family of the UK who have a 25 per cent stake.

Development Capital Group, a Lazarus subsidiary, will provide technical support.

Mr M. Narasimham, chairman of CCVF, said the fund will meet the risk capital needs of the Indian and northern Indian. Three state-owned venture funds - two in south India and the other at Ahmedabad in the western state of Gujarat - have been in operation for a couple of years.

Commonwealth Development Corporation of the UK and the Asian Development Bank have taken equity of Rs13m each, while Credit Capital Finance, the main promoter, Rs20m and Bank of India, a state-owned commercial bank Rs21m.

Average price change... On day 0 or week -0.5%

FT INTERNATIONAL BOND SERVICE

	Coupon	Red Date	Price	Change	Yield	Closing Price	Change on day 0 or week -0.5%
US MUNI	10.500	8/26	98.00	-0.00	9.50	98.00	-0.00
Alberta 9% 93	600	10/4 10/4	94.95	-0.35	9.35	95.30	-0.05
Austria 9% 93	140	10/2 10/2	92.50	-0.20	9.50	92.50	-0.05
B.C. 9% 93	120	10/2 10/2	92.50	-0.20	9.50	92.50	-0.05
B.C. 9% 93	250	10/2 10/2	9				

INTERNATIONAL CAPITAL MARKETS

Merrill issue faces sticky passage

By Andrew Freeman

THE FIXED-PRICE method of syndicating new Eurobond issues faces its first test this morning when Merrill Lynch plans to price and 'fix' an \$800m investment deal for General Motors Acceptance Corporation (GMAC).

The issue was announced for pricing discussion yesterday.

INTERNATIONAL BONDS

morning with Merrill accounting out its eight co-managers (among them Nomura, Paribas, Salomon Brothers, J.P. Morgan, Phillips & Drew, Morgan Stanley and Simons Trust) about a launch spread over US Treasury of between 80 and 85 basis points.

By late afternoon, it appeared to be on the ropes, reeling from comments that there was minimal demand from an investor base which thought the spread would only widen after launch.

Merrill Lynch, denied suggestions that the deal was unworkable and said there had been no complaints from the syndicate about the likely spread of 85 basis points. An official said substantial sales had been made to institutional investors and that Merrill was confident the issue would be a success.

However, several members of the elite group of co-managers reported little interest and said clients found the issue size too large for a corporate borrower and the indicated terms too tight. One syndicate manager said there was demand at a wider spread of around 90 basis points over Treasuries, and others agreed the package needed to be more

generous. Fees were 25 basis points.

This is the first time price negotiations have proved sticky on a fixed-price Eurobond deal. Other such deals have caused comment because banks felt the lead manager did not seek a consensus before launching the bonds, but in this case Merrill said it was looking for a consensus.

If the syndicate proves obtuse, that a spread of 85 basis points is too tight, and given that it would be an unacceptable move to pull the issue, Merrill faces the choice of putting more money on the table or asking certain houses to leave the deal.

In such circumstances, the fixed-price structure might prove a handicap. Traders said yesterday that a smaller traditional deal, with the indicated spread at less than full fees, would have sold relatively easily. But the fixed-price method means that any extra funds are seen to come from the borrower which has to pay more for the privilege of tapping the market. When the purpose of doing a large, liquid deal is to reduce long-term financing costs for the borrower, a fixed-price issue can be a dangerous gamble.

GMAC did a roadshow for European investors two weeks ago, but left the deal for today's deal. It is one of the most frequent corporate bond issuers on the Euromarkets, and a name well known to investors, but this is its first experiment with a syndication method so far used mainly by sovereign borrowers.

The European Investment Bank's 7.4 per cent deal launched on Wednesday was quoted at 80.65 bid in the morning, but closed around 88.65 bid, inside full fees of 1% per cent.

NEW INTERNATIONAL BOND ISSUES

	Amount m.	Coupon %	Price	Maturity	Fees	Book runner
CANADIAN DOLLARS (continued)	100	11%	101.65	1991	1 1/2%	Wood Gundy
AUSTRALIAN DOLLARS	50	17 1/2	101.55	1991	1 1/4%	COF
STERLING						
British Westminster Bank (continued)	200	8%	100	2000	0.6%	Merrill Lynch Int.
TMC PIMES Third Fin. (continued)	150	6%	100	2028	30/30bp	Salomon Brothers
TMC PIMES Third Fin. (continued)	100	6%	100	2028	120bp	Salomon Brothers
SWISS FRANCE						
Electric de France (continued)	125	6%	102	2001	2 1/2	SSC
YEN						
Montreal Trust Co. Canada (continued)	100m ^a	8.4	101 1/4	1983	15 1/2%	Ik of Tokyo Capital Mts
Cwest, Bkl Australia (continued)	100m ^a	8.5	101 1/4	1983	15 1/2%	Nomura Int.

^aPrivate placement. ^bVariable rate notes. ^c Floating rate notes. ^dFinal terms. ^eCall after 5 years at 102. ^fInitial margin 14 over 3-month Libor. ^gInterest by WestWest and Merrill Lynch. ^hIf margin cannot be agreed investors will be given 6-month Libor, rising to +50bp after 10 years, then 11 1/2% over 3-month Libor, rising to +50bp after 4 years. Average life 12 years. ⁱCall at par after 10 years. ^jCall after 5 years if 225m or less is outstanding.

issues. The official defended the pricing, saying there was effectively a GMAC yield curve in the market and that the new bonds offered fair terms.

Elsewhere, Wood Gundy brought a \$100m two-year issue for Canadian Imperial Bank of Commerce. The bonds carried an 11.5% per cent coupon and were priced at 101.65 to offer investors a yield of 61.5 basis points over Canadian government bonds.

The lead manager said the bonds were trading on full fees at less than 1 1/2% bid, inside fees to co-managers. SSC said over half the deal was quickly placed.

The Aegon SFr75m deal improved in the grey market from less than 1 1/2% bid to less than 1/2% bid as demand picked up and short positions were covered.

Merrill Lynch issued the latest of a series of variable rate notes (VRN) issues for National Westminster Bank.

The VRN structure qualifies an upper tier 2 capital under international adequacy rules.

The \$200m deal offered an initial coupon of 5% point over Libor.

The World Bank said it intends to pre-pay its outstanding 99-year Canadian dollar floating-rate note issue on January 1 next year. C\$200m will be repaid at par.

The Heritable and General Investment Bank has signed a \$70m revolving credit provided by a group of 20 banks, and arranged by Hill Samuel. The credit, with a maturity of almost four years, refinances an existing credit line and increases the committed funds available to the bank to allow it to increase its banking and mortgage-lending business.

Polytech International, the diversified UK manufacturer of engineering and trading group, arranged a \$300m cash facility through a syndicate of 10 banks led by Commonwealth Bank of Australia and United Mizrahi Bank of Israel. This brings to \$105m the funds raised by the two banks for Polytech this year.

This is nothing new to farmers. "What is true of a California valley will not be true of the Appalachian Mountains," says Mr Oliver Walston, a

farmer and broadcaster based in Cambridgebridge in the UK. "Farmland is volatile, and the US is diverse. It's been moving up steadily, but unspectacularly," he adds - echoing Morgan Stanley's advice to "buy a farm, and get rich slowly but surely."

Still, farmland comes with a buy recommendation from such institutions as Morgan Stanley and Prudential Bache.

The yield on US farmland

today - worked out on the income generated by the farm and, to a greater extent, on capital gains made - is only 6 to 7 per cent. This is below

the 10 per cent decline in values.

Second, managers caution

that farmland is more volatile

than business real estate. In

the short run, prices can drop

sharply, and there are significant differences among the

regions. Farming investment

funds correspondingly require

capital to be tied up for about

12 years or more.

The European Commission has called for an end to interbank agreements of interest rates because they restrict competition in the same way as price controls.

A commission spokesman

said that Mr Leon Brittan, commissioner for competition policy and financial institutions, had written to the European Banking Federation demanding that such agreements be avoided or abandoned.

The letter says agreements

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UK COMPANY NEWS

Second quarter results benefit from freeze in pension contributions British Telecom advances by 6%

By John Riddings

A FREEZE in pension contributions boosted second quarter profits at British Telecom, lifting pre-tax profits for the first half of the year from £1.24bn to £1.31bn, an increase of 6 per cent.

Analysts had forecast that the three months to the end of September would show little improvement over the £629m achieved last time because of higher interest charges and staff costs.

But a £46m fall in payments to the group's pension funds meant that the pre-tax figure rose to £678m (£629m). The shares rose 8.5p to close at 267p.

The National Communications Union, the biggest union at BT, reacted angrily to the freeze in the employer's contribution to the pension fund.

It said that the decision was taken without consultation with the company's four unions and that the fund surpluses should be used to the benefit of the schemes' mem-

bers rather than to boost profits.

Mr Graeme Odgers, group managing director, said that it had been a "pretty satisfactory half year under the circumstances."

He said that the company had expected it to be a more difficult period because price increases could not be implemented until September and economic growth was slowing.

Turnover for the first half increased from £5.41bn to £5.95bn, with £3.03bn coming in the second quarter.

The half as a whole saw a 10 per cent increase in inland call volumes and a 12 per cent increase in international calls. However, the rate of increase was slower than in previous periods reflecting the slower growth of the UK economy.

Mr Odgers said that "we don't want the pension bonus to obscure the gains in labour productivity" which increased by about 7 per cent during the period.

Staff numbers remained constant, but a fall of about 1,000 out of the 200,000 core employees is expected by the year end.

Overtime reductions were said to have had a "significant effect" on labour costs.

Capital expenditure amounted to £1.53bn (£1.24bn) in the half year and was principally used on digital exchanges, cables, cellular and other transmission equipment.

The full year total is expected to be in excess of the £2.8bn spent last year.

Earnings per share in the second quarter increased from 6.7p to 7.4p and from 13.2p to 14.2p for the half year. The interim dividend is raised from 4.25p to 4.65p.

See Lex

Overall, however, staff costs in the second quarter increased from £275m to £2.04bn. Part of the reason was the 9 per cent wage agreement which covers the bulk of the workforce and which came into effect in July.

Interest costs climbed sharply in the half year from £162m to £220m. This largely reflected the higher borrowings needed to finance its investment in McCaw Cellular Communications.

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See Lex

British Gas lifts interim payout by 16.4%

By Steven Butler

BRITISH GAS yesterday announced a surprise increase in its interim dividend, lifting the half-year payment by 16.4 per cent to 3.2p. The news prompted a 7p rise in the company's shares to 201.5p.

Mr Robert Evans, chairman, said the basic dividend policy, which is based on current cost profits while ignoring unusual events in single years, was unchanged, but that the company had decided it could afford a higher level of payout.

British Gas intends to increase the payout ratio over the next few years, although Mr Evans refused to be drawn on specific ratios or targets the company had in mind.

Mr Allan Stucliffe, finance director, said that after two years of uncertainty caused by the privatisation and the monopolies investigation into the company, it now had a better chance to address its dividend policy.

Losses attributable to shareholders in the half year to October 1, on a current cost basis, which eliminate the



Alan Stucliffe: company had decided it could afford a higher level of payout

effect of inventory losses and gains, were £15m compared to £13m last year. On a historical cost basis there was a small profit of £2m compared to £22m last year.

The first half of the financial year is a poor indication of

£2.75m in the half year. The loss per share was unchanged at 2.7p.

Mr Evans said that there was a 3.4 to 3.6 per cent growth in the underlying business, although actual gas sales were hit during the period by the warm weather. Turnover from gas sales rose by 1.4 per cent, with the weather offsetting effects of the increase in tariff prices.

In the industrial market, income fell by 0.5 per cent and sales volume by 1.9 per cent because of the effects of price schedules introduced in compliance with government decisions. British Gas was still estimating a full year loss in profits of £750,000, within a range of £60m to £90m, because of the new schedules.

Activities in the oil exploration and production area, where the company has been making significant acquisitions, turned in a profit of £26m in the half year, after losing £2m in the same period last year.

Sales rose from £2.46bn to

See Lex

Baris set for USM debut with a £10m price tag

By Vanessa Houlder and Peter Berlin

BARIS HOLDINGS, a supplier of specialist services to the construction industry, is joining the Unlisted Securities Market via a placing that values it at £10.1m.

County NatWest is placing 2.88m shares at 142p each. Dealings are expected to start on November 23.

Baris designs, supplies and

installs passive fire-protection, dry lining, fire barrier and thermal insulation systems for the construction industry.

Its products are designed for steel-framed construction which is becoming increasingly popular in commercial developments.

Baris carried out projects

including Broadcasta, the Imperial War Museum and the new terminal at Stansted Airport.

Mr Robert Smith, chairman and joint managing director, said that the market for fire-protection systems was buoyant and that the company had an order book worth £11m.

The company forecasts pre-tax profits for the year ending February 28 1990 of not less than £1.6m compared with £691,000 for the previous year.

The prospective p/e at the placing price is 9 and the nominal dividend yield for the year to February 28 is 5.2 per cent.

MS acquisition

MS International, through its Hughes Precision Engineering subsidiary, has acquired from Limerick the assets and undertaking of the bar turning business of Shiley Engineering, for a maximum of £550,000 in cash.

The bar turning business, which makes specialist precision components principally supplied to the automotive industry, had a turnover of £1.93m in 1988.

GEC/Plessey

GEC and Siemens have acquired a further 7.35m ordinary shares (1.061 per cent) in Plessey bringing their total holding to 741.63m shares (97.988 per cent).

Superstore deal done as the 'fundamentals are slotting in'

Paul Cheeswright on Berish Berger's latest buy

By Jane Fuller

GUITON

GUITON, publisher of the Jersey Evening Post, has

decided to offer some cash to

try to tempt shareholders in

Guernsey Press, publisher of

the island's evening newspaper.

The target's shareholders

have accepted the offer.

The target's shareholders

can now opt to receive 26 per

cent for 100 on an all-share

basis - in cash.

The offer values Guernsey

Press at about £1.2m.

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UK COMPANY NEWS

Tough trading holds Burton rise to 5.7%

By Maggie Urry

TOUGH RETAIL trading conditions held annual pre-tax profits at Sir Ralph Halpern's Burton Group to £223.8m, a gain of 5.7 per cent over the year to September 2. The shares fell 4p to 185p.

Sir Ralph, once the top paid British executive, saw his salary cut for the second year running. It fell by 297,000 to £280,000. His salary would have been even lower, according to the formula based on relative earnings per share growth, but for a one-off discretionary payment awarded by the group's non-executive directors.

Sir Ralph said he thought the figures were particularly good in the circumstances of slowing consumer spending growth. The group increased its share of the clothing market from 11.2 per cent to 12.2 per cent by aggressive promotions. However, he warned that 1990 was likely to be an even-tougher year and trading "will get worse before it gets better".

Sales rose by 14.4 per cent to £1.68bn, and trading profits by some 7 per cent to £244.8m, reflecting the policy of boosting volume rather than margins. The interest bill was £74.2m (£19.4m after capitalising interest of £22m (£5.4m)). The group does not provide for any extra interest, which may become payable in its convertible bond. Excluding "other income" pre-tax profits rose only 5 per cent to £220.6m in 52 weeks compared with 53 week period.

After a slightly lower tax rate, fully diluted earnings per share rose 5 per cent to 24.7p. A final dividend of 8.4p is proposed, to give a total of 9.4p (8.4p) a rise of 5.5 per cent.

The retail division, including Debenhams department stores



Sir Ralph Halpern: figures good in the circumstances

and eight multi-fashion businesses, saw sales rise by 10 per cent to £1.65bn. This reflected a 5 per cent increase in retail space, a 5 per cent volume rise in existing stores, and no price inflation. Retail trading profits were 1.8 per cent up at £154m.

Financial services, the store card operation, increased trading profits marginally to £24.8m. Property development profits rose 83 per cent to £28m.

Mr Gary O'Brien, deputy finance director, said year end debt was £246m, giving gearing of 47 per cent. If the Companies Bill goes through, he said, the

Fobel confirms poor half year with £0.59m deficit

AS EXPECTED when last year's final results were announced, Fobel International, the electronics and machinery manufacturer, reported a loss for the six months to June 30.

Mr Alan Leboff, chairman, said the problems of the previous year had carried over, but he thought that the UK subsidiaries should be trading profitably by the year-end.

On turnover lower at £10.1m (£12.25m) the company, which

has interests in electrical and DIY goods, plastic moulding, dairy machinery and door manufacturing as well as electronic products, reported pre-tax losses of £562,000 (profits £668,000). Turnover for the Canadian associate was C\$84.99m (£46m), against C\$71.89m.

The loss per share was 4.04p (2.8p earnings). There is no interim dividend but the chairman hopes to be able to pay a final.

DIVIDENDS ANNOUNCED

	Current payment	Date of payment	Corresponding dividend	Total for year	Total last year
Bank of Ireland	Int	Dec 15	5*	-	8.375*
British Gas	Int	Jan 2	0.7	0.7	0.7
British Steel	Int	Mar 28	2.75	-	5
British Telecom	Int	Jan 16	-	-	10.5
Burton	Int	Feb 15	6	9.2	8.4
Coloroll	Int	Jan 8	3.04	-	7.6
Fobel Int	Int	-	0.5	-	0.5
Heath (CE)	Int	Jan 9	7.5	-	25.075
Lockat (Thomas)	Int	Jan 2	0.375	-	1.025
Sainsbury	Int	Jan 1	3.55	-	15
Sel Group	Int	Jan 15	2.48	-	6.2
Sketchers	Int	Jan 9	6.5	-	19
Thorn EMI	Int	Mar 2	7.5	-	27
Welcome	Int	Feb 1	2.6	5.05	3.6
Witton Invest	Int	-	1.3	-	3.725

Dividends shown pence per share net except where otherwise stated. *Equivalent after allowing for a 10m capital increase by rights and/or acquisition issues. SAIM stock. SAIM unquoted stock. #Third market. *Carries scrip option. #Irish currency.

BOARD MEETINGS

The following companies have notified dates of board meetings to the Stock Exchange. Each meeting is usually held for the purpose of considering dividends. Official notices are sent to shareholders and the dividends shown below are based mainly on last year's results.

TODAY
Aberdeen, Brown & Root, Caltex Africa, Goldsmiths (Al), Goudart American, Endeavour Fund, ICA Drilling, Personal Assets Trust, Shaw (Archer), Wimpey, and the Royal Bank of Scotland-Guthrie Exhibitions, South Africa.

Interim	FUTURE DATES
Anglo Industrial	Nov. 21
Anglo American Corp	Nov. 20
Mercury Asset Management	Nov. 21
WEEL Consortium	Nov. 24
Anglo Irish Bank	Nov. 20
Arachne	Dec. 7
Avon	Nov. 20
Barclays	Nov. 20
Barclays Bank	Nov. 21
Barclays NedMedical	Nov. 21
Barclays & Scottish	Nov. 21
Barclays	Nov. 22
Union Steel Corp	Nov. 21

Richard Ellis

INTERNATIONAL REAL ESTATE CONSULTANTS
are pleased to announce
the opening of their office in

Milan, Italy
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Dr. Roberto Trella
MANAGING DIRECTOR

REI (Italy) Limited
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Telephone (02) 782583
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Minneapolis San Paulo Hong Kong Singapore Bangkok Perth
Adelaide Sydney Melbourne Brisbane Auckland Wellington and a
representative office in Tokyo

THE QUEEN'S AWARDS
FOR EXCELLENCE IN EXPORT TO THE
WELLCOME FOUNDATION LTD**Reorganisation restricts advance at 600 Group**

By Peter Berlin

THE EFFECTS of reorganising one of its largest subsidiaries kept profits at 600 Group stagnant at £4.42m in the six months to September 30.

COMMENT
There is something curious about an incentive scheme which gets overridden when times are hard. But Burton's management deserves applause for anticipating the difficult times and taking appropriate action early on, cutting costs as far as possible.

There are still a lot of costs outside its control, though, such as rents, rates and, in spite of productivity improvements, wages. With trading conditions probably worse again in 1990, it seems inevitable that profits must fall. The unknown is the property development business, and 40 per cent of that is exposed to the weakening UK retail market.

Taking £200m as a round number for current year profits, the prospective p/e is not much over 8. That looks miserly against the sector, even now, but there seems little prospect of it improving while the City is still unsure what Burton's figures really mean.

The interim dividend is maintained at 2.46p, payable from earnings of 5.2p (5p).

COMMENT
The reorganisation at Colchester Lathe Company, which originally occupied three factories, was consolidated on one site. The workforce was cut, new equipment installed and land freed for sale.

The subsidiary, Colchester Lathe Company, which originally occupied three factories, was consolidated on one site. The workforce was cut, new equipment installed and land freed for sale.

Mr Brian Carter, managing director, said the cost of the change had been higher than expected and late delivery of machinery had affected the production of a new line of lathes for several months. He said that there had been teething troubles with the new line but that the response from customers had been good and Colchester Lathe had a full order book for six months.

Profits included £650,000 from property sales. It also took the £768,000 charge below the line made up largely of the cost of winding down its key operations in the Middle East, including its politically controversial operation in Iraq.

CHARITIES

The Financial Times proposes to publish a Survey on the above on

5 DECEMBER 1989

For a full editorial synopsis and advertisement details, please contact:

DENIS CODY

on 01-873 3301

or write to him at:

Number One, Southwark Bridge
London SE1 9HL

FINANCIAL TIMES

EUROPE'S BUSINESS NEWSPAPER

WORLD PULP + PAPER

The Financial Times proposes to publish a Survey on the above on

12TH DECEMBER 1989

For a full editorial synopsis and advertisement details, please contact:

Alison Barnard

on 01-873 4148

or write to her at:

Number One, Southwark Bridge
London SE1 9HL

FINANCIAL TIMES

EUROPE'S BUSINESS NEWSPAPER

FINANCIAL HIGHLIGHTS

	1989	1988	% increase
	£m	£m	
Turnover	1,408.4	1,250.5	13
Exports from the UK	270.3	225.4	20
Research and development expenditure	189.3	163.7	16
Profit before taxation	282.8	221.2	28
Profit attributable to shareholders	166.2	127.1	31
Shareholders' funds	821.2	652.6	26
Earnings per ordinary share	19.7p	15.1p	30
Dividends per ordinary share	5.05p	3.6p	40

WELLCOME RESULTS

In 1989 we continued our research into anti-virals, a programme that has made us world leaders in this field. Acyclovir is now approved to treat a wide range of herpes infections in over 100 countries, while zidovudine is now available to AIDS patients in over 70 countries worldwide.

In 1989, 4 out of 5 children vaccinated in the UK were protected from infection and suffering by a Wellcome vaccine.

In 1989 our over-the-counter remedies like Actifed, Sudafed and Calpol, helped give relief to millions. Year-in-year-out they have remained an invaluable part of the household medicine chest.

In 1989 we were again honoured with The Queen's Award for Export Achievement. This brings our total number of Queen's Awards to nine, an achievement in which every member of the company played a part.

"In 1989 we invested nearly £200 million in research and development. This brings our total for the 80s to over £1 billion. We are a research led company that has the confidence and resources to invest in the future."

Sir Alfred Sheppard
Chairman

If you would like a copy of the Wellcome plc annual report for 1989 (available from 8th December), please contact the Public Relations Department, Wellcome plc, The Wellcome Building, PO Box 129, 183 Euston Road, London NW1 2BP.

British Telecom

HALF YEAR RESULTS

Second quarter and half year results to 30 September, 1989

	Second quarter 3 months ended 30 September 1989 £m	2.779	Cumulative 6 months ended 30 September (unaudited) 1989 £m	5,954	5,411
Turnover	3,026	2,779	5,954	5,411	
Operating profit	793	710	1,533	1,401	
Profit before taxation	678	629	1,313	1,239	
Taxation	224	223	446	440	
Minority interests	5	2	10	5	
Profit attributable to ordinary shareholders	449	404	857	794	
Interim dividend			281	256	
Earnings per ordinary share	7.4p	6.7p	14.2p	13.2p	
Interim dividend per ordinary share (net)		4.65p	4.25p		

The interim dividend will be paid on 12 February 1990, to shareholders on the register on 4 January 1990.

■ Earnings per share up 7.6% ■ Interim dividend up 9.4%

British Telecom continued to improve its financial performance for the half year to 30 September, 1989.

Inland and international telephone call volumes were up by 10% and 12% respectively over the last twelve months; the number of customer lines grew by just under 5%; and the Cellnet mobile telephone business grew rapidly.

The second quarter reflects the actuarial valuations of our main pension funds resulting in a benefit to pre-tax profit of £46 million.

Commenting on the results, British Telecom Chairman, Iain Vallance said: "Our investment programme in the UK is paying off and the sustained improvements in the quality and the competitiveness of our services to customers will help ensure profitable growth in the future. Although the slowdown in the growth of the UK economy is an adverse factor, I expect the Group to make continuing progress in the second half of the financial year."

If you have any queries as an investor, please call 0345 010505. For daily information on the British Telecom share price and matters of interest to shareholders generally, please call 0345 010707. You may telephone these numbers from anywhere in the UK for the price of a local call.

British Telecommunications plc, 81 Newgate Street, London EC1A 7AJ.

British
TELECOM
It's you we answer to

British Steel plc

RESULTS FOR HALF YEAR TO 30th SEPTEMBER 1989

British Steel's record results for the half year to 30th September 1989 reflected particularly buoyant trading conditions supported by good plant performance.

	Unaudited Half Year to 30th Sept 89	Unaudited Half Year to 1st Oct 88	Audited Year to 1st April 89
TURNOVER	£2,550m	£2,332m	£4,906m
PROFIT BEFORE TAXATION	£423m	£270m	£593m
EARNINGS PER SHARE	16.6p	12.6p	28.0p
DIVIDEND PER SHARE	2.75p	—	5.0p

The unaudited half year results have been prepared on the basis of the accounting policies set out in the Report and Accounts for the year ended 1st April 1990. Figures for the year ended 1st April 1989 have been extracted from the audited accounts for that year which have been delivered to the Registrar of Companies and on which the auditors issued an unqualified report.

Group profit before taxation for the period was £423 million compared with £270 million for the same period last year, an increase of 57%. Earnings per share, after utilisation of tax losses brought forward, increased by 32% to 16.6p compared with 12.6p for the same period last year, which benefitted additionally from utilisation of previously deferred taxation allowances.

The recent easing in steel demand, coupled with the rise in the UK inflation rate, is bound to have an effect which will become apparent in the trading profit in the second half of the year. Nevertheless, I expect that the profit before taxation for the current year as a whole will be above that of the very good result achieved in 1988/89, continuing to demonstrate our management strength.

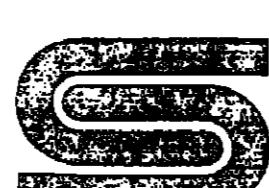
It is likely that the weaker market conditions in the UK mentioned above will carry over into next year's trading profit, although market conditions in mainland Europe are expected to remain relatively strong. In these circumstances there is a need to increase our efforts in respect of cost reduction and this continues to be recognised in the amounts included in exceptional items charged against the first half-year's results.

Taking all this into account and having regard to the fact that the Company is one of the lowest cost producers in the Western World, the Directors are confident that its underlying position not only remains, but will continue to be, strong.

An interim dividend of 2.75p (net) per ordinary share will be paid on 16th January 1990 to shareholders on the register of the close of business on 8th December 1989. The dividend will be paid on 26th January 1990 to registered holders of ADRs.

Sir Robert Scholty, Chairman
16th November 1989

Copy of the Interim Statement circulated to shareholders and further information on the results for the six months to 30th September 1989 (including balance sheet, source and application of funds statement, analysis of turnover and supplementary information for North American investors) are available from the Secretary, British Steel plc, 9 Albert Embankment, London SE1 7SR, or by telephoning 01-522 3300 or 01-735 7034.



British Steel

UK COMPANY NEWS

Hurricane Hugo blamed for £15m downturn at nine months Royal Insurance declines to £125m

By Patrick Cockburn

ROYAL INSURANCE, the composite insurance company, yesterday reported a £14.9m fall in pre-tax profits to £125.1m for the nine months ended September 30 1989.

The results were largely in line with expectations except for £40m in estimated claims from Hurricane Hugo and £24m for subsidence claims in the UK.

A reduced tax charge, however, of £33.6m (£50.2m) left pre-tax profits 18.7 per cent ahead at £19.5m and earnings per share 2.9p higher at 19.1p.

Mr Ian Rushton, group chief executive, said that results in the US continued to be disappointing because heavy competition had pushed down premium rates. But he saw some indications that the string of catastrophes might in turn help to end the present downturn in the insurance cycle.

Overall, losses in the US for the year so far totalled £77.9m compared to £65.9m in 1988.

In order to stem US losses there was no increase in premiums written in dollar terms because Royal is trying to avoid what it sees as under-

pricing business and to reduce the amount of business it does in California.

Elsewhere, the picture for Royal was much better. In the UK pre-tax profits rose by 25 per cent to £134.2m. Premiums written increased by 11 per cent and investment income was up by 26 per cent reflecting high interest rates and better cash flow.

Referring to losses in the US, where Royal has 37 per cent of its premium income, Mr Rushton said that claims resulting from the San Francisco earthquake — which fall in the fourth quarter — were difficult to predict. At present, Royal had been advised of £4m in claims, but some buildings may have suffered structural damage and will have to come down pushing final losses up to £10m.

Despite Royal's losses in the US, which had cut into its profits elsewhere, Mr Rushton denied yesterday that the company intended to withdraw from the US market or had had talks about the sale of its US interests.

In the UK, Royal said there was no real indication of any sharp drop in rates but on

average they had fallen by 10-15 per cent since last year. It pointed to the main feature of the year as an improvement in the household account because of mild winter weather offsetting subsidence claims resulting from the hot summer.

The slump in the housing market produced a loss of £18.6m for Royal's estate agents — now slimmed down to 761 with most closures being in the London area — which managed 48,000 house sales in the first nine months.

• COMMENT

Royal's results contain few surprises apart from slightly worse than expected news from the US. In common with the other composites, General Accident and Commercial Union, the impact of Hurricane Hugo has been greater than first forecasts. Mr Rushton may be right in seeing indications that the string of catastrophes in the US mark a beginning of the end of the depression in rates but the signs are still contradictory. The market reflected the lack of real news in yesterday's results by leaving the shares almost where they had started the day at 474p. In the longer term, however, Hugo and San Francisco may mark the psychological turning point after which the market will take a more optimistic view of Royal's exposure in the US. The company should achieve pre-tax profits of £180m over the year with earnings per share of 27.1p, putting the shares on a prospective p/e of 17.5.



Ian Rushton — results from US again disappointing

High interest rates behind CE Heath rise

By Patrick Cockburn

CE HEATH, the insurance broker, yesterday announced a 11 per cent increase in pre-tax profits to £10.6m for the six months to September 30.

Within group turnover of £24.47m (£42.17m) the broker showed an increase in turnover of 14 per cent to £26.2m. Mr Richard Fielding, chairman, said this was achieved despite very tough market conditions and falling premium rates.

This was compensated for by the strength of the dollar and other currencies against sterling and high interest rates. At

the same time the company was able to increase business volume even though it was booked at lower premiums.

The company said it was too early to say if premium rates would strengthen in the wake of Hurricane Hugo and the San Francisco earthquake, which had come soon after the Piper Alpha disaster. But it added that there were already clear indications that higher premiums are being asked for and received at the top end of the reinsurance market.

Broking expenses rose by 24.4m to £27.5m but this was

mainly the result of the acquisition of Cornwall & Stevens and a Heath's new oil and gas company. There were further expenses from the expansion of its provincial network and the Australian broking company.

Underwriting operations produced an increase in profits of 20 per cent to £6.8m.

To reduce borrowings the company has sold assets including the sale and leaseback of its headquarters in the Minories in the City of London.

Earnings per share were 13p (12.7p) and the company is paying an unchanged interim dividend of 7.5p per share.

• COMMENT

Heath's results are somewhat better than the market had expected and the share price is well supported. Gradually putting past troubles behind it the brokerage side made reasonable progress. The company was somewhat unlucky in the timing of the sale of its headquarters but it is optimistic that the insurance market in general may be improving. Profits for the year are likely to be £27.5m and earnings 25p per share.

Stanhope on target with improvement to £15.6m

By Paul Cheeswright, Property Correspondent

STANHOPE PROPERTIES, the USM-listed company controlled by Mr Stuart Lipton, owner of Olympia & York, listed net assets to 207.6p per share at June 30, 1990, against 159.3p a year earlier.

The company, which is engaged in some of the biggest property developments in central London like Broadgate in the City, made pre-tax profits of £15.57m compared with £12.5m in the previous year. The figures were in line with what the City had expected.

Stanhope's policy is the building up of assets, so it has a restrictive dividend policy. The payment is being maintained at 6.1p.

It is also taking a cautious view of the immediate prospects on the property market. Against a background of sharply rising land prices, Stanhope's policy is the building up of assets, so it has a restrictive dividend policy. The payment is being maintained at 6.1p.

Stanhope has modest borrowing on its balance sheet. The greater part of its debt is in the form of non or limited recourse funds on particular projects where the borrowing is secured against rental income.

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It is also taking a cautious view of the immediate prospects on the property market. Against

UK COMPANY NEWS

Wallcoverings and carpets lead the fall in sales as interest rates bite

Coloroll first half profits halved to £10m

By Jane Fuller

WORKERS AT two factories belonging to Coloroll, the home products group, felt the impact of a halving of the company's pre-tax profit when by being made redundant.

Taxable profit fell from £20.55m to £10.01m in the six months to September 30. The workforce is being cut by 500 through the closure of the Frome and Bicester carpet and furniture upholstery factories. More of the company's 8,000 to 9,000 jobs are expected to go in a drive to improve efficiency.

Mr John Asterton, chairman, whose salary trebled last year, said because his pay and that of other directors was "heavily related to profit performance", they would set a significant reduction in remuneration.

Although turnover rose 16 per cent to £288.46m, there was little growth on a like-for-like basis. Earnings per share plummeted from 9.6p to 3.2p.

The pre-tax profit figure was matched by an interest payment of £10.01m, a 38 per cent increase on last time. At the end of the period, which included the sales of two busi-

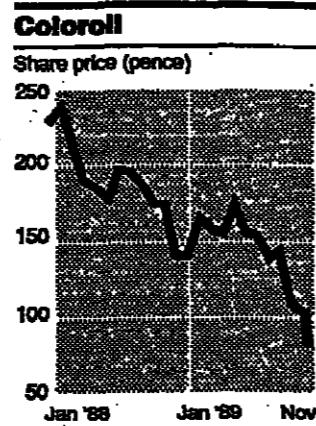
nesses the debt stood at £103m and gearing at 75 per cent.

Even without the interest burden trading profit fell by 25 per cent to £20.01m.

Mr Ashcroft said the recession from April to September was worse than the one experienced at the start of the decade because this time consumer demand had borne the brunt. "We have been stunned," he said.

Worst affected were wallcoverings, which lost 12 per cent of sales, and carpets, which saw an 8 per cent decline, as high interest rates and the hot weather deterred indoor improvements. Tableware, home furnishings and furniture saw some sales increase, but furniture started a sharp decline in August.

Mr Ashcroft said the management had worked on the assumption that interest rates would stay at 13 per cent in the first half and start to fall in the autumn. "When they went to 14 per cent, we implemented 'condition red', including a ban on recruitment and tight control of stock."



• COMMENT

Door is the word Mr Ashcroft used to characterise the coming 12 months and, after the excitement of the acquisitive years, it will need to be. In particular, if gearing is to be reduced to the company's 55 per cent target by March 31, the efficiency drive must bite beyond Frome and Bicester. It is difficult to imagine that there is great scope for paying suppliers later and chasing debtors harder. In a business which, to its credit, has no obviously incongruous parts, finding "peripherals" to sell would be a sign of just how bad things had got. In its favour, the company has some attractive products and has increased market share. So if it can hang in there until perhaps, a pre-election upturn, prospects look brighter. A full year profit forecast of £25m gives a prospective multiple of about 10. It may be premature to buy solely for recovery, but the yield is decent and if things get worse, a predator may be attracted by the brands.

The response to the 15 per cent rate was an "action plan" which included the factory closures, the possible sale of peripheral businesses, cutting capital spending from £20m this year to less than £10m next and reducing working capital.

Although advertising spending was being halved, the company hoped that a sales effort

shared with retailers, such as the DIY chains, would help it to continue to gain UK market share.

The share price, which fell 12p in a day last week in anticipation of the disappointing results, slipped another 1p to 79p yesterday. A consolation for shareholders is that the interim dividend is again 3.4p.

Brierley raises holding in William Low to 13%

By Nikki Taft

IEP SECURITIES, part of Sir Ron Brierley's group of companies, has raised its stake in William Low, the Scottish food retailer, to 5.1m shares or 13.01 per cent.

IEP's last disclosed stake stood at just over 10 per cent. However, there was some relatively heavy trading volume in Low's shares at the end of last week, and some analysts had speculated that IEP might be buying.

The group said yesterday that it had always believed Low was a good investment - a company being acquired by Brierley Investments first

Construction disposals at Epicure

In line with its declared strategy of developing its manufacturing and engineering interests and disposing of non-core activities, Epicure Industries has sold four businesses which make up the bulk of its construction division.

DF Blanchard, Turnabee, Tynrell Contractors (Hockering) and Trelawny Wallis have been sold to Colas Roads for £2.2m cash. In addition, interest on loans totalling £551,000 have been repaid and Epicure will also receive consultancy fees from Colas of £250,000 a year for the two years ending December 1990.

For the 12 months ended December 31 1988 the four companies contributed profits of £222,943 (£47,000 losses) pre-tax on turnover of £7.75m (£5.91m). Total net assets at that date amounted to £512,000.

IEP, meanwhile, retains its seven per cent holding in Budgens, the supermarket chain which agreed to bid terms from Low but then saw the Scottish company back out of the deal.

IEP's interest in Budgens was picked up after the bid was announced but before the bid was aborted. Its purchase was generally seen as a means by which IEP could maintain its holding in Low, had the deal gone through.

The group said yesterday that it had always believed Low was a good investment - a company being acquired by Brierley Investments first

Tarmac expands with £45m Crown House buy

By Peter Berlin

TARMAC, the broadly based construction and building materials group, has purchased Crown House Engineering, a mechanical and electrical engineering group, for a maximum of £45m.

The payment comprises £26.4m cash and additional payments of up to £18.75m spread over four years and related to the achievement of profit targets.

The acquisition represents a move by Tarmac to expand its range of services.

The company said: "We

build the shell extremely well but there is an awful lot of sophisticated kit that goes into the shell that is extremely profitable. This is the logical next step."

In the year to March 1989 Crown House reported pre-tax profits of £8.5m on turnover of £154m and had assets of £12.4m.

Mr Brian Boyes, who led a management buy-out which bought Crown House from Coloroll for £38m in 1987, will continue as chairman of Crown House.

For the 12 months ended December 31 1988 the four companies contributed profits of £222,943 (£47,000 losses) pre-tax on turnover of £7.75m (£5.91m). Total net assets at that date amounted to £512,000.

Mr Hakan Hammarqvist, chairman, said the proceeds of the sale had been used to reduce borrowings.

Halma makes US purchase

Halma has paid \$3.8m (£2.4m) cash for the business assets of Guyan Electric Co, a division of the Guyan Machinery Co of West Virginia.

In addition, Halma will pay the vendors consultancy fees and non-competition payments amounting to £1.4m over a period between completion and March 1993.

Guyan is a maker of heavy duty electrical resistors and management accounts for 1988 showed sales at \$3.24m and pre-tax profits of \$500,000. Tangible assets acquired totalled \$2.5m.

EW Fact purchase

EW Fact, the USM quoted group whose principal activity is the tuition and publication of texts for students preparing for professional examinations, is acquiring The Regent Group, which is involved in the provision of training and placement services for industry and commerce. The initial consideration of £400,000, is to be satisfied by the issue of 250,000 new EW Fact ordinary, of which 160,000 will be retained by the vendors.

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This advertisement is issued in compliance with the requirements of the Council of The International Stock Exchange of the United Kingdom and the Republic of Ireland Ltd. ("The Stock Exchange"). It does not constitute an invitation to any person to subscribe for or purchase any securities in EFM Dragon Trust plc ("the Company"). The Council of The Stock Exchange has admitted to the Official List all of the Ordinary Shares and Warrants 2005 and dealings will commence today subject to the posting of the Rule 520 Notice. The Company is an investment trust company investing in the Far East excluding Australasia and Japan but including India.



EFM Dragon Trust PLC

(Incorporated and registered in Scotland under the Companies Act 1985 Number 105049)

Placing and Open Offer

by
James Capel & Co. Limited192,000,000 Ordinary Shares of 5p each
with 38,400,000 Warrants 2005

on the basis of one Warrant 2005 for every five Ordinary Shares

Copies of the Listing Particulars relating to the Company containing details of the Warrants 2005 are available in the EFM Dragon Trust PLC. Copies of the Listing Particulars may also be obtained during normal business hours today and on 20 and 21 November, 1989, for collection only, from the Company's Announcements Office of The Stock Exchange and on any weekday (Saturdays and public holidays excepted) up to and including 1 December, 1989 from:

James Capel & Co. Limited,
Corporate Finance,
7 Devonshire Square,
London EC2M 4HN.

17 November 1989

The Registered Office of the Company at:
Edinburgh Fund Managers plc,
4 Melville Crescent,
Edinburgh EH3 7JB.

Licence for casino will help Leisure disposals

By Jean Marshall

LEISURE Investments announced yesterday that the gaming licence of the Aspinal Curzon casino has been renewed.

Since April there has been speculation about possible objections to the renewal following a Gaming Board review, and the licence application had been adjourned on three previous occasions.

The company is pulling out of the casino business and Mr Edward Vandyk, chief executive, said that the licence renewal would ease the sale of its remaining casinos.

Negotiations are at an advanced stage for the sale of its two London businesses - the Barracuda Club in Baker Street and the Aspinal Curzon, the building freehold of which has already been sold for £40m. On top of this, the two businesses are expected to fetch at least £20m.

Offers have also been received for its overseas casinos in Istanbul and Cairo, and the one in Gibraltar is being marketed.

Mr Vandyk said he was aiming for Leisure to be out of the casino business by the end of the year, but only on terms advantageous to shareholders.

The company would then concentrate on its two other areas of activity, health centres and mobile homes.

Mr Stephen Forsyth, who resigned as chairman earlier this month, acquired the castle for the group late last year with the purchase of Land Leisure for £170m from Mr Peter de Savary.

Difficult trading conditions and a high level of debt led to the decision to withdraw from the sector.

Sketchley profits fall as hot summer takes its toll

By John Riddings

SKETCHLEY, the dry cleaning, vending, and workwear rental group, yesterday announced a sharp fall in pre-tax profits from £7.2m to £5.4m for the six months to the end of September. The shares fell 14p to 53p.

Mr Malcolm Glenn, chairman, said that "these results must be regarded as disappointing and fall short of the board's earlier expectations."

The company had warned earlier this year that the long hot summer was significantly depressing dry cleaning sales and profits. In the event, the hot weather also reduced demand for higher value ingredients in the vending business which further suffered as a result of lower than expected machine sales.

However, Mr Glenn said that the company's dry cleaning shop has now improved substantially and further profitable growth is expected in textile services. Overall, he said that the group was "looking forward to more satisfactory results for the second half."

Of the group's five activities, only two, textile services and the property division increased profits in the period.

In the consumer services division, operating profits fell from £2.85m to £2.32m, despite the addition of 37 new shops. The company claims that the hot weather not only affected people's shopping habits but also prompted them to wear the type of clothes easily washed at home.

The vending and catering division saw profits fall from £2.58m to £1.8m. The company says that business activity is now improving with machine sales growing and the ingredients business back to expected

trading levels.

The office services division suffered from an increasingly competitive market for computer peripherals, such as printers, and margins were squeezed sharply. As a result, divisional profits nearly halved from £1.11m to £509,000.

By contrast, the textile services division, which rents and cleans workwear, saw profits grow from £1.97m to £2.59m. The property division also improved profits, from £68,000 to £1.18m.

Turnover for the period increased from £84.94m to £92.2m. Earnings per share fell from 14.9p to 11p. The interim dividend is maintained at 6.5p.

• COMMENT

Sketchley clearly hasn't turned the corner. Last year's encouraging results now appear more of an anomaly than the first step in an upward trend and its improved trading in the City will have suffered a knock as a result of yesterday's disappointing numbers. The situation is arguably worse than the 26 per cent fall in its price would suggest.

For while there is scope for recovery, and the dry cleaning and vending operations are already looking healthier, the first half figures raise a question mark over some of the earnings. In particular, plant closure costs have been taken below the line and property profits again provided a much needed boost on the opposite side.

Analysts have cut forecasts from £19m to about £15m placing shares on a prospective multiple of 12. This is likely to fall but will soon meet support from a fairly generous yield and the possibility that a predator may be aroused.

British Gas Interim Results

TURNOVER & DIVIDEND UP WITH CONTINUED UNDERLYING GROWTH.

British Gas has published its interim report for the six months ended 1 October 1989. In the report, British Gas Chairman and Chief Executive Robert Evans CBE writes:

"I am pleased to announce the financial results of British Gas plc for the first half of the 1989/90 financial year. The principal results and features of the Company's performance during the period have been as follows:

• The business strategy of the Company has continued to be aimed at increasing shareholder value, both in the short term, through the further development of the gas business in Britain, and in the longer term, through prudent investment in extensions to the business.

• The Company earns most of its profits in the second half of the financial year. Consequently, results for the first half are not indicative of the year as a whole.

• Once again, British Gas made a small current cost loss in the first half of 1989/90. There is a small profit on an historical cost basis.

• The Company's dividend policy has been extended to incorporate the intention to increase the payout ratio over the next few years. Against that background the Directors are declaring an interim dividend of 3.2 pence per share, an increase of 16.4 per cent on 1988.

• Gas business performance was good although tariff volumes were lower due to the warmer summer.

• 95,000 gas customers were added and underlying growth was recorded in all gas market sectors.

• Exploration and Production moved from loss into profit and is contributing increasingly to both turnover and profit.

• Recommendations of the MMC report on contract gas were implemented; the Company's estimate of the reduction in pre-tax profit in 1989/90 remains unchanged.

• Turnover from Installation and Contracting rose by 13 per cent; that from Appliance Trading was down by 8 per cent reflecting general trading conditions in the high street.

• The acquisition for £295 million of a major holding in Texas Eastern North Sea, Inc. (TENSI) has provided quality oil and gas reserves and extensive exploration acreage.

• A major restructuring of the Company's organisation into three business units has taken place to improve its responsiveness and efficiency."

The interim dividend of 3.2p net per ordinary share will be paid on 28 March 1990 to shareholders on the register at the close of business on 9 February 1990.

Copies of the interim report are available from: British Gas plc, Shareholder Enquiry Office, 100 Rochester Row, London SW1P 1JP. Phone: 01-834 2000.

BRITISH GAS plc UNAUDITED RESULTS FOR THE SIX MONTHS ENDED 1 OCTOBER 1989.

Extracts from Group Profit and Loss Account

	6 months ended 1 Oct 1989 £m	2 Oct 1988 £m

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UK COMPANY NEWS

International contribution exceeds the UK for first time
Thorn EMI advances to £108m

By Andrew Bolger

THORN EMI, the music, lighting and technology group, yesterday announced an 11.6 per cent increase in pre-tax profits to £108m in the half-year to September 30. Turnover rose 14.8 per cent to £1.7bn.

Mr Colin Southgate, chairman and chief executive, said the resilience of the group's main businesses and the excellent contribution from acquisitions were encouraging in spite of the uncertain economic environment.

He added: "For the first time, international profits exceeded the UK contribution and indeed represented more than 60 per cent of the total."

Star performer was the music division, which has been boosted by acquisitions. Turnover was up 33 per cent to £453m, but profits nearly tripled to £32.9m (£11.6m).

Less impressive was the largest division, rental and retail, which saw a drop in profits to £85.1m (£63.3m) in spite of a 12.2 per cent increase in turnover to £800m (£608m).

The biggest problem is Rumbelews, the electrical goods chain which was restructured in the summer and lost between £1m and £15m in the first half. Mr Southgate said it should be trading profitably by the end of the year in spite of what he described as "the



Colin Southgate: music division proved to be star performer

exceptionally tough UK brown goods market."

Thorn said it had successfully maintained prices in UK rentals, and initiatives to broaden the range of items it rents - involving satellite TV and white goods such as washing machines - showed great promise.

Mr Southgate said: "Lighting has made progress, although

Thorn announced the appointment of Mr Michael Metcalf as group finance director to succeed Mr Robert Neilson, who is to pursue private business interests.

• COMMENT

Thorn's refocusing continues apace with the disposal of the Kenwood, kitchen appliances business and its gas meter division, even if it has so far failed to find a buyer willing to pay £300m for its defence businesses.

The music division seems to be in particularly good tune and the Wall Street fashion for valuing hidden intellectual property - such as the copyright to Thorn EMI's thousands of songs - has led some analysts to suggest the company would have a break-up value of anything from £12-£15 per share. They closed yesterday at 74p, down 3p.

Full-year profits of £215m and earnings of 65p would put it on a prospective multiple of 11.5. Periodic bid speculation and continuing interest in the value of its music catalogue make Thorn seem a sound long-term hold. Horror stories from Britain's electrical retail stores may mean some investors cannot see past the problems at Rumbelews, but the group's increasingly international stance should help to keep such fears in perspective.

Unitech sells Veeco instruments division

By Alan Cane

UNITECH, the UK-based electronic components manufacturer, plans to sell the instruments division of its Veeco subsidiary for \$23.2m (£18.4m) to a new company established by a group of senior Veeco managers.

The division produces a broad line of test instrumentation. It has, however, been only marginally profitable in recent years. In the eight months to June 3 it showed a pre-tax loss of \$400,000.

The new company, Veeco Instruments Acquisition Corporation, will pay \$27.2m cash together with the issue of a subordinated interest bearing note of \$2m, 50 per cent payable at the end of five years and the balance at the end of six years.

According to Unitech the price is approximately equal to net assets of the division which in 1988 had sales of \$42.8m and made pre-tax profits of \$200,000.

Mr Peter Curry, chairman, said the company intended to concentrate on its traditional strengths in electrical components to build a network of businesses to supply customers on a global basis.

Buoyant domestic side helps Bank of Ireland top £90m

By David Lascelles, Banking Editor

THE BANK OF Ireland showed a rise in interim profits yesterday as its buoyant domestic business offset disappointing results abroad.

Pre-tax profits for the six months to September 30 were £63.5m (£55m), up 8.5 per cent from £58.2m in the same period last year.

After tax, profits were £58.1m, 7.1 per cent ahead of last year's £54.4m. The sharp difference between the pre and post tax figure was due to the impact of tax-privileged lending.

Mr Richard Keating, chief executive of UK operations, estimated that the group's underlying profits showed an increase of about 12 per cent. Earnings per share rose 5.7 per cent to 50p.

The results included for the first time a full contribution from First New Hampshire Banks, acquired last year. But FNH has been hurt by the slump in the New England real estate and high technology markets, and its profit of £2.2m was below expectations.

Bank of Ireland's UK business turned in a disappointing £9.5m, down from £16.2m last year. This was due mainly to the interest rate squeeze in the mortgage and leasing markets where Bank of Ireland con-

ducts much of its UK business.

Other divisional contributions included retail banking, £63.7m (£58.5m), corporate and international, £63.9m (£52.7m), and treasury and investment banking, £10.7m (£8.4m).

Loan provisions rose to £15.4m (£12.2m), but this was mainly due to the inclusion of FNH provisions. In Ireland, itself, provisions went down.

The Bank has sold off virtually all its Third World loans and has an exposure of about \$20m against which its provisions are about 50 per cent.

Benson launches £2.1m rights to cut borrowings

A SHARP drop in pre-tax profits from £1.1m to £800,000, was announced by Benson Group, maker of heaters, vehicle towing brackets and agricultural machinery, for the year to May 31 1989. The dividend is being held, however, at 0.7p.

The company also announced a 9-for-10 rights issue to raise £2.1m. Some 22.67m new ordinary shares will be issued at 10p each. Two directors have together undertaken to take up to 5m shares and the balance is underwritten.

The proceeds will initially be used to reduce borrowings, but the group also intends to use

the group's capital ratios are strong with Tier 1 at 6.5 per cent and total capital at 12 per cent, both comfortably exceeding the central bank minimum.

The interim dividend is 4p, up from an adjusted 3p, the increase partly reflecting the board's wish to achieve a better balance between interim and final dividends.

Locker shows recovery

A 45 PER CENT expansion in interim profits was yesterday reported by Thomas Locker (Holdings), the specialist engineering group.

On turnover ahead 21 per cent to £20.54m (£16.94m), the pre-tax outcome for the six months to end-September recovered from last time's depressed £584,000 to £247,000. The latter figure was however, still well short of the £1.04m achieved in the 1987 first half.

Mr Brian Pitchford, who is retiring as chairman at the end of January due to deteriorating health, said that orders booked for the six months were well

LEGAL NOTICES

T W KEMPTON LIMITED

Registered number: 360001
Nature of business: Manufacturer of bathroom and leisureware

Trade classification: 00
Date of appointment of joint administrative receivers: 6 November 1989

Name of person appointing the joint administrative receivers: Alan P. P. P. as Trustee for the company's bank.

JOHN FREDRICK POWELL and VAN HAPIER CARRUTHERS

Joint administrative receivers (Officers): Alan P. P. as Trustee for the company's bank.

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Swiss Engineering Firm: Share capital Sfr. 1,000,000.- Looking for an well established company: Importing representing our product range on the UK market.

Applicant: Sales trade company with well organised distribution network (nation wide)

Branch: Do your own markets, Sanitary shops, public administration hotels, restaurants, etc.

Product A: Professional product

Product B: Consumer Model (Ready marts - 90)

Represented Markets: CH, A, D, NL, I, S, N, DK, SF.

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Tel: Switzerland + 41 95.38.10
FAX: Switzerland + 41 95.31.50

GRANVILLE SPONSORED SECURITIES

High	Low	Company	Price	Change	div (p)	Gross	Yield
343	226	Am. Btr. Inc. Ordinary	337	0	10.3	3.1	9.1
343	226	Amalgamated & Co.	25	0	-	-	-
210	149	Barden Group (SD)	161	0	4.3	2.7	15.6
125	102	Bardon Group D. Pref. (SD)	103	0	4.7	2.7	15.6
123	76	Gray Technologies	104	-1	5.9	7.8	6.7
110	104	Brentfield Corp. Pref.	103	0	11.0	10.6	-
110	104	Brentfield Corp. 6% New C.C.P.	102	0	14.7	14.9	3.7
305	225	CC Group	173	0	14.7	14.7	-
176	148	CC Group 11% Cons.Pref.	210	0	7.4	2.4	12.4
225	140	Carbo Plc (SD)	110	0	10.3	9.4	-
110	8	Carbo 7.5% Pref (SD)	1,585	0	-	-	-
5	2	Magics Sp Non-Voting B Cons.	0.88m	0	-	-	-
119	5	Magics Sp Non-Voting B Cons.	0.88m	0	-	-	-
145	98	Jackson Group (SD)	109	0	8.0	6.7	6.9
322	261	Makinson BV (AmstSD)	205	-13	3.6	3.3	12.6
158	98	Robert Jenkins	155	0	10.0	6.3	5.5
467	348	Soratone	373	0	18.7	5.0	9.9
370	270	Torday & Carlisle	299	0	9.5	3.1	10.4
127	98	Torday & Carlisle Cons.Pref.	104	0	20.7	10.3	-
122	78	Trotman Holdings (USA) Inc.	90	0	2.7	2.4	8.6
150	106	Unicorn Europe Cons.Pref.	109	0	7.5	6.2	-
395	355	Veterinary Co. Ltd	340	0	2.1	2.1	9.4
370	320	W.Yester	320	-1	16.2	5.1	26.7

Securities denominated (SD) and (USD) are dealt in subject to the rules and regulations of The ISE. Other securities listed above are dealt in subject to the rules of The FSA. These securities are dealt in strictly on a matched basis basis. Neither Granville & Co. Limited nor Granville Davies Limited are market makers in these securities.

* These securities are dealt on a restricted basis. Further details available

Granville & Co. Limited
77 Mansell Street, London E1 8AF
Telephone 01-488 1212
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77 Mansell Street, London E1 8AF
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IG INDEX	9-11 GROSVENOR GARDENS, LONDON SW1W 0BD Tel: 01-828 7233 AFBD member	FTSE 100 Nov. 2188/2198 -5 Dec. 2196/2206 -9	WALL STREET Nov. 2610/2612 -12 Dec. 2621/2623 -11
		5pm Prices. Change from previous 5pm close	

British Airways increases its profits to a record £259 million pre-tax in the half year to September 30, 1989.

Group turnover rises 14.2 per cent to £2,527 million. Earnings are 23.3 pence a share, up by 16.5 per cent.

An interim dividend of 2.8 pence a share will be paid on January 12.

Profits for the second quarter, to September 30, 1989, are the highest yet reported by any airline in the world.

BRITISH AIRWAYS

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INTERIM RESULTS AND SECOND QUARTER REPORT WILL SHORTLY BE AVAILABLE FROM INVESTOR RELATIONS (5238), BRITISH AIRWAYS PLC, PO BOX 10, HEATHROW TW6 3JA.

THE PROPERTY MARKET

City relief about business rate

By Paul Cheeswright

Number crunching in the City of London has shown that the impact of the imposition of the uniform business rate next April will not be as expensive for City office occupiers as many had feared.

That could be of some relief to the Bank of England which, in its latest quarterly bulletin, looked at London as an international financial centre and noted that accommodation "is more expensive than its main rivals other than Tokyo - a situation that is likely to be aggravated by introduction of the uniform business rate." This takes place on April 1 next year.

The Government estimates that the new rate will be levied at the rate of 35p in the pound on the basis of the first property revaluation since 1973.

The Bank's remarks were accompanied by figures from Weatherall Green & Smith, chartered surveyors. They showed that, in the dying days of the old system, rates for prime space were £15.60 a square foot, or to put it another way, 24.6 per cent of rent at £65 a square foot or 18 per cent of total recurring costs of £88.25 a square foot.

In fact, there are not many City occupiers paying that sort of rent and the number, given the present state of the market, is not likely to increase much.

RENTAL GROWTH (%)			
Retail	Office	Industrial	All Property
Year to September 88	14.5	20.9	22.8
Quarter to September 88	3.1	4.5	7.1
Month of September 88	1.8	1.7	2.0
Source: Investment Property Database			

But Weatherall's proportions of rates to rent and running costs roughly hold good through different types of building in different localities through the City.

In order to reduce the impact of the new rate, the Government agreed that

there should be a transitional period so that no rates bill would go up by more than 20 per cent, pins inflation, in any single year.

But the rise in City rates is such that very few users will actually need to use the transitional period. Baker Harris Saunders, chartered surveyors specialising in City property, has calculated that, on the basis of 35p in the pound and an inflation rate of 7.5 per cent, the rates for high specification City will not go up by more than 24 a square foot.

Take two examples from the Baker Harris computer. A building on the east side of the City centre, air conditioned, built after 1976 and attracting a rent of £57.50 a square foot, is to pay 35p in the pound, or 24.6 per cent.

The maximum increase in the rates under the Government's transitional scheme would be £21.49 a square foot, but in fact the full rate is only £20.70. No transitional period is necessary.

Now a building on the northern fringe of the City. It is basic but centrally heated. The rent is £19.50 and the market value is £11.54 to the pound but in the borough of Hackney, for example, it is

present rates are £6.34. The maximum the occupier would be expected to pay during the transition would be £21.16. Yet the full rate will be only 27.02. Again the transitional period does not apply.

The City then looks to be getting off lightly in the new rating system compared with, say, retailers down the Thames Valley.

One reason for this is the base of the revaluation. When the last one was carried out in 1973, City rents were running high and the market was humming. The valuation officers of the day simply set the valuations high. Probably too high as it turned out, because rental values fell in 1974 and did not return to 1973 levels until after 1980.

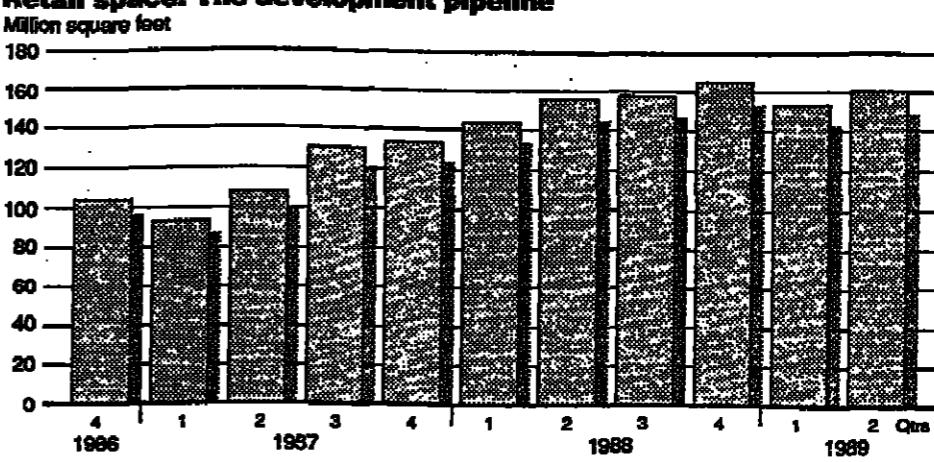
Herring Son & Dave observed that although the rates are said to be a tax on the occupiers, they are actually a tax on landlords.

Occupiers, looking for space in a market where more choice is becoming available and where the availability of accommodation space is rising, can use the rates increase as a bargaining point to push down rents, so that the overall accommodation costs remain the same.

To this extent the effects of the new rate will be to exacerbate a trend which has already become apparent. On the market now there are still potential tenants about, but is common knowledge that leasing deals are taking longer to arrange and that the escalation of rents has stopped.

Newcomers to the City will probably take the new rating system in their stride. For a foreign bank, accommodation costs are a less important part of the total problem of establishing a presence than staff costs. There is still life after the introduction of the uniform business rate.

Retail space: The development pipeline



The new realism in the retail sector

THE BRITISH Council of Shopping Centres was more

prescient than it might have been realised when it dubbed the theme of its recent Harrogate conference "The New Realism." The conference knew about the downturn in retail sales. It did not know that Mr John Major, the Chancellor, would be so gloomy in his annual statement.

So there is added point in the question that James Tuckey, managing director of MHC, asked in his keynote address: consumer spending has risen but is there enough spending power to support all the new space?

The chart shows the calcu-

tions of Hillier Parker, chartered surveyors, on the amount of space in the pipeline - under construction, with planning consent and proposed. Not all of it will be built, "but whichever way you look at it there is a massive amount of space coming on to the market in the short term," said Mr Tuckey.

He drew some conclusions from this. Location will be more important. The design of centres will be too. Operators will have to be certain about the tenancy to whom they lease space - "we must get away from the boring repetitiveness which characterises so many of our centres." Ten-

ants will be in a stronger bargaining position and management of centres will be much more important.

All of this constitutes a call for the retail developers to get their act together. This is doubly necessary if David Peat, shopping and leisure consultant, is right, because, even in their own terms as retail selling machines, centres are not working very well.

Mr Peat's surveys have found that 40 per cent of the visitors to shopping centres do not buy anything and that 30 per cent of shopping centre tenants are visited by less than one per cent of the shop-

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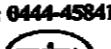
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COMMODITIES AND AGRICULTURE

Breakthrough clears way for \$330m nickel project

By Kenneth Gooding, Mining Correspondent

A US\$330m project to produce 20,000 tonnes a year of some of the world's lowest-cost nickel was announced yesterday by Australian Consolidated Minerals and Outokumpu, the state-owned Finnish group.

They will form a joint venture to produce the metal from ACM's wholly-owned Mt Keith deposit in Western Australia and Outokumpu's facilities in Kokkola, Finland.

The partners said yesterday that the key to successful development of Mt Keith was a metallurgical breakthrough which they developed together. This effectively eliminated the traditional and costly middle stage of converting nickel concentrate into matte.

Thus there could be processed into "a unique high-grade sulphide product free from impurities" which could be further upgraded into an attractive ferro-nickel product, custom designed as a feedstock for modern stainless steel makers, the partners claimed.

Outokumpu will buy a "significant tonnage" of the output from the joint venture for its Finnish stainless steel business, which produces about 200,000 tonnes a year. It will also arrange third-party sales for the balance and provide performance guarantees.

Mr Heikki Solin, president of Outokumpu Resources, the group's international mining arm, said Mt Keith was capable of supporting a much larger operation. The proposed output of 5m tonnes of ore a year could be trebled if necessary.

So the partners will hold discussions with other potential users of nickel concentrates

INCO, the world's biggest nickel producer, bought 80m lbs (3,638 tonnes) of the metal on the London Metal Exchange this year to keep pace with demand, said Mr Don Phillips, the chairman, Reuter reports from Toronto.

If demand slowed next year the company would cut LME purchases but would expect to sell all the 450m lbs it planned to produce, he told investment analysts.

INCO had been able to squeeze its annual nickel output up to 450m lbs because of the flexibility of its Thompson Open Pit mine in Manitoba which had produced 250m lbs in the past three years compared with the previously planned 35m lbs a year for eight or nine years. The pit would be exhausted in 1990 and the company's output would fall slightly before expanding again to between 440m and 450m lbs in 1991 and 1992.

Mr Phillips predicted that world nickel supply next year would be little changed at 1,450m lbs. Demand, which was 1,450m lbs last year, was likely to be lower in the first half of 1990 but higher in the second six months, putting upward pressure on prices again.

and ferro-nickel to identify levels of demand. If additional contracts could be secured, the project would be expanded accordingly, he added.

Even at the planned 20,000 tonnes a year output the joint venture would add substantially to world nickel supplies. According to the World Bureau of Metal Statistics about 550,000 tonnes of refined nickel was produced last year, of which 280,000 tonnes was "class 2" material, a classification including ferro-nickel.

The partners plan an open pit mine at Mt Keith which contains an indicated resource estimated at 270m tonnes containing 0.6 per cent nickel, including an initial mining reserve of 100m tonnes with 0.8 per cent nickel.

Pilot-scale metallurgical test work at AMDEK in Australia has demonstrated that a high grade nickel concentrate, containing 20 per cent nickel, can be produced from the Mt Keith ore. In Finland Outokumpu

Statistics move angers aluminium trade

By Kenneth Gooding

PRICE MOVEMENTS of aluminium on the London Metal Exchange are likely to become even more volatile following the decision of Alcoa (The Aluminum Company of America) to change the way it reports statistics, critics of the company say.

The news came shortly after the appointment of a 15-man presidential commission of inquiry into the running of KTDA, and against a background of grass-roots discontent about its operations.

Earlier this week, hundreds

of tea farmers in Murang'a district, protesting against low payments by the KTDA, went on the rampage, destroying nearly 400,000 kg of tea. The growers have been on a 14-day tea-picking boycott, which has closed down more than 150 tea centres and at least three

factories with a daily processing capacity of 100,000 kg.

The farmers are also complaining about mismanagement of KTDA factories, delays in payments, inefficient leaf collection, the high cost of fertiliser provided by the KTDA, poor road maintenance.

The Murang'a incident was prompted by the visit of the team probing the KTDA, which was set up by President Daniel Arap Moi last month. President Moi himself has criticised the different quality of tea from each of the 39 factories. In last year's debate, many MPs called for a uniform payment system.

But the terms of reference of the commission include investigating the size and scale of the KTDA, its management structure, accountability of its officers and its marketing

Anger boils over in Kenyan tea industry

By Julian Ozanne in Nairobi

THE KENYA Tea Development Authority, the single biggest tea producer, appeared to be gripped by uncertainty this week following news that Mr Ezekiel Wanjama, its general manager, had been suspended from his post.

The news came shortly after the appointment of a 15-man presidential commission of inquiry into the running of KTDA, and against a background of grass-roots discontent about its operations.

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This is not the first time the authority has been under fire recently. Last November it was the subject of a parliamentary debate, in which politicians accused it of discrimination in its payment to farmers. In Kenya, tea farmers receive two payments, one monthly for leaf delivered and one at the end of the tea year, which reflects the different quality of tea from each of the 39 factories. In last year's debate, many MPs called for a uniform payment system.

But the terms of reference of the commission include investigating the size and scale of the KTDA, its management structure, accountability of its officers and its marketing

operations. It will also make recommendations on how to improve the authority, cut costs and benefit farmers.

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The Kenyan tea industry remains remarkably well structured and organised. This is just a temporary hiccup," said one Mombasa broker.

Kenya produced 165m kg of tea last year, 50 per cent through the KTDA, and production is set to increase this year by at least 10m kg. With coffee prices badly depressed tea is now set to become Kenya's second largest source of foreign exchange earnings, after tourism.

Rubber body meets as prices languish

By Lim Siong Hoon in Kuala Lumpur

THE INTERNATIONAL Natural Rubber Organisation (Irc) met in Kuala Lumpur this week as prices sagged to the lowest level since 1987.

Three times in the past three months rubber prices have been brushed against Irc's lower

support, or "may buy" level of

187 Malaysia/Singapore cents a kilogram, but so far there has

been no need for buffer stock buying. At around 187 Malaysia/Singapore cents a kilogram, however, prices currently remain some 15 per cent

below what Irc regards as the ideal equilibrium, or reference, price of 220 cents.

The Irc council meeting, which takes place twice a year, is the first since April when there was an 8 per cent upward revision in its price support bands. It concerned itself with routine matters such as the organisation's budget.

Irc's decision might spell the death knell of the IpaI as a statistical collection agency.

Mr Crowson declared, "Other companies might copy and that would have a very deleterious impact."

Alcoa, the world's biggest aluminium group, said the change had been made because it was concerned about the way traders and speculators had used the IpaI's monthly statistics to the disadvantage of the aluminium producers.

It wanted to preserve the IpaI's monthly data base but felt it would be better if we did not report in such a timely way. Alcoa would continue to give the IpaI monthly statistics but would report only once a quarter.

Mr Crowson predicted Alcoa's decision would create much more volatility in the aluminium prices on the London Metal Exchange than was previously associated with the IpaI statistics.

"Attention will now switch to the LME aluminium stock figures, which are published every Monday, not just on a monthly basis. And speculation about the quarterly IpaI figures will be tremendous."

The IpaI said it had no alternative but to report production and inventory figures on a quarterly basis from September this year because it made it a rule not to include estimates in its statistics.

The European Community has asked Gulf aluminium producers to present their case against a 6 per cent tariff on primary aluminium imports from the region, the fourth Arab Aluminium conference in Bahrain was told this week.

The 11-month-old Ira II started life with little or no rubber in stock with a cash hoard accumulated during better times. Buffer stock sales under the previous rubber accord realised about 180m ringgit (\$33m). At its last meeting in April Ira distributed R33m of its cash assets, retained R70m as an initial contribution for Ira II. It was to distribute the

11-month-old Ira II further if the market deteriorates further, however, members may have to cough up larger contributions to finance buffer stock operations. There is little indication which way prices will actually go; towards or away from the floor of 171 cents a kilo, Ira's "must buy" price.

The Malaysians generally think the current prices, at between 16 and 17 cents above

the floor, are about as low as they can get. A price rebound, many say, ought to come soon.

Compared with the previous period, production for the eight month to August in Malaysia has fallen by 12 per cent to 934,000 tonnes. And this year's production may drop by as much as 10 per cent from 1.6m last year.

Indonesia, with an output of 1.2m tonnes last year, could overtake Malaysia to become the largest producer this year. Thailand, in third place with around 1m tonnes, has outlined plans to open up new production acreage as well.

It is this shift in production strategies among rubber producers during a depressed market that may once more test the unity of what has so far been a successful commodity accord.

Cost of coffee free-for-all put at \$4bn in 1990

By David Blackwell

WORLD COFFEE export revenues next year will be more than 35 per cent less than they would have been under the international coffee agreement's quota system, according to the World Bank.

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large exporters like Brazil and Colombia.

"These countries gained from the export quota system because they faced very small or even zero marginal export revenues from increased exports due to their large market share," says the bank.

Projections for prices both with and without a quota system narrow as time passes as "production and hence exports in many countries decline due to the low prices of the early 1980s," says the bank.

However, by the end of the decade total real export revenue is projected to be higher without the quota system.

The bank's international economics department earlier this year examined the impact of the export quota system on the world coffee market and concluded that the quotas led to decreased real export revenues for most countries - except for

coffee without quotas because they can increase production capacity even with low world prices. It includes Brazil, Colombia and Indonesia.

Countries in the second will export less in the late 1990s because low prices will have reduced production potential; it includes Kenya and Mexico.

The third category comprises the countries which were having trouble fulfilling their export quotas anyway; it includes the Ivory Coast and Angola.

In the paper to be delivered on Monday the bank says there are limited options for producers struggling against low prices. "In countries where other cash crop activities are available, diversification out of coffee may be the most appropriate option."

Counties which do not have

WORLD COMMODITIES PRICES

By David Blackwell

in the metals, prices rose in gold, silver and platinum as their bullish trends continue, reports the London Metal Exchange.

London Metal Exchange was again the most active as dealers buying helped narrow its differential to the gold and platinum. December gained 5.7 cents closing at \$59.90. Copper prices were down from technical selling. In the softs, trade selling continued to weigh on the sugar market. Speculative sell-offs sank the coffee. December coffee lost 337 in heavy volume. Trade buying offset arbitrage selling in the coffee. The grains were slightly higher after slow trading, but were still firm for most of the day due to light trade and commission house support. Profit-taking eased the livestock markets.

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Counties which do not have

that option "may have to increase their competitiveness by reducing export fares or deviating their currencies. But if all countries respond in this way world coffee prices may remain very low over an even longer period."

The Inter-American Coffee Organisation meets in Kampala next week to seek a united stance for future talks with consumers. Mr Areza Warko, secretary general of the organisation, said Reuters in Abidjan that one of the main problems with regulating the world market was non-members of the agreement undercutting prices.

"Africa is very concerned about the problem of non-member importers and wants to do everything possible to get them to join the international accord," he said.

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LONDON STOCK EXCHANGE

Equities falter after a firm opening

A BATCH of favourable dividend and trading announcements from such leading UK companies as British Steel, British Gas and British Telecom helped put a shine yesterday on UK stock market turning a little cooler towards the Autumn Statement on the economy from the Chancellor of the Exchequer. Equities were in good form for most of the session, but lost courage towards the close when Wall Street reacted sluggishly to a reduced deficit on US trade in October.

Takeover developments also played a significant role yesterday. An increased cash bid of £1.24m for Pearl Assurance

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Announcements	Nov 20	Dec 4
News Dates	Nov 20	Dec 19

from Australian Mutual Provident provided the impetus for an early upswing of 20 Foothsie points. In a filing for the US State Insurance Commission, the Hoylaek consortium "indicated" a value of \$600 a share for BAT Industries if the consortium should make a new offer for the tobacco group.

Buyed up also by good dividends payments from British Gas and British Telecom, the UK market was in good form when the announcement that the US monthly trade deficit had shrunk from \$10.1bn to \$7.9bn last month appeared to suggest that Wall Street would open the new trading session in good form.

In the event, however, the UK market was held back by concern that the Federal Reserve might be less likely to trim interest rates in view of the October trade deficit improvement.

The FT-SE Index began to witt, and the final reading of 2208.6 showed a net gain on

the day of only 6.4 points. Stock trading volume looked better at 448.1m against Wednesday's 334.1m but was down from 334.1m last month. The day's gain appeared to suggest that Wall Street would open the new trading session in good form.

Some traders expressed disappointment that equities failed to maintain their early firmness, notwithstanding the excellent trading statements from blue chip names. One discouraging factor was the more bearish view taken at several senior firms of the Chancellor's Autumn Statement. Doubts were expressed about his relaxation of fiscal policy and also an apparent implication in his inflation forecasts that UK

base rates may stay at 15 per cent throughout next year.

At Kleinwort Benson, Mr David Owen said it was clear that, "interest rates will continue to take the economic strain, a view not too acceptable to us." Mr Peter Spencer, UK economist at Shearson Lehman Hutton, described the Statement as, "unequivocally bearish for the equity market."

Mr Richard Dingwall-Smith at County NatWest, agreeing that interest rates are at the heart of the outlook for the domestic economy, stressed that "if lower interest rates do not happen, there is a clear risk that a mild recession will turn into something worse."

AMP hits out for Pearl

The battle for control of Pearl Group, the life assured, came to the boil as Australian Mutual Provident (AMP) increased its offer from the previous 600 to 600 a share and instructed stockbroker Panmure Gordon to launch a market raid for Pearl shares.

The 600 offer values Pearl at £1.24m compared with the previous figure of £1.1bn. Mr Gordon Holland, Pearl's chairman, reiterated previous advice to shareholders to reject the offer which "fails to reflect the value of Pearl."

Once the increased offer was announced, Panmure moved in to bid for Pearl and at the close of trading announced it had bought 34.5m Pearl shares which, including the 18.4 per cent AMP already owned, gave the Australian group a stake of 38 per cent. There was some surprise in the market when the Pearl share price moved briefly above the AMP bid price, but dealers said the chances of another bidder so late in the day were remote. Pearl shares closed 42 higher at 689p on 64m.

Mr Yousef Zai, life assurance analyst at UBS Phillips & Drew, said the battle "looks over but not shouting" adding that the increased bid was "pitched at a level to give a very good chance of success and it leaves something for AMP."

Wellcome profits

The market took some hours to get to grips with Wellcome's full year figures. The shares initially fell because the £23m profit figure figures were near the bottom of the £280m to 320m range of analysts' forecasts.

But they then recovered sharply after a positive analyst's meeting got under way. Mr Jonathan de Pass, of BZW, a long-standing bull of the stock, said "No one can fail to have been impressed by the wealth of new products. The picture is of a company firing on all cylinders." Mr Ian Moore at UBS Phillips & Drew said that the profits shortfall had come from the recently sold animal health interests, while Mr Ian White, at Kleinwort Benson, said that the price was supported on a three year view and that the company was on course to make a profit of £1bn by 1993, based on a turnover for Retrovir, the anti-Aids drug, of £1bn.

There were more cautious voices to be heard in the investment. One was Mr James

Gulverwell, at Hoare Govett, who said that little new had been revealed yesterday and rated the stock only a hold above 57.

The shares recovered from their low of 689p, peaked at 740p before subsiding once more to close at 724p, a rise of 9 on the day. "You've got to be nimble to trade this one," said one marketmaker.

Telecom wanted

Initial figures from British Telecom came as a big and pleasant surprise to the market, with the pre-tax profit figure of £1.3bn, against £1.24m last time, ahead of most analysts' forecasts.

The figure for the second quarter, however, against 280m, included a figure of £26m for a pensions contributions holiday and triggered some substantial buying interest in BT shares which closed 34p up at 267p on turnover of 18m, well ahead of usual levels.

Mr Chris Tucker, electronics analyst at Kfet & Aitken said: "The 5p rise in the British Telecom share price is rather modest considering the reduction in pension contributions which will lead to an increase in profits before tax of £150m this year."

Mr Patrick Wellington at County NatWest WoodMac said the pensions holiday "will increase earnings growth to a very respectable level and bolster those who see the shares as defensive."

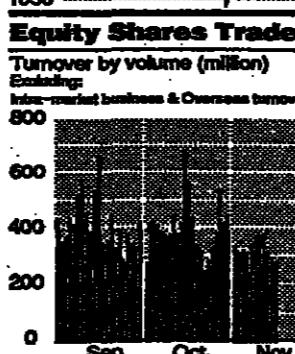
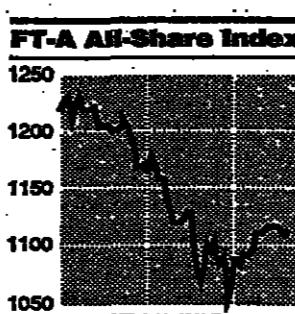
Gas payout

British Gas were among the market's biggest traded stocks after the group revealed an interim dividend up 16.4 per cent at 3.2p and said that it intends to increase its payout ratio over the next few years.

The interim came as a surprise to most analysts. Hoare Govett, the company's brokers, were an exception and had been forecasting the 2.3p - 2.4p quickly moved to increase their forecasts for the full year and 1990-1.

Mr Phillip Lambert, at Kleinwort Benson, raised his forecast for the full year to 10.5p and for 1990-1 to 12p, and highlighted the 7 per cent yield for this year and 8 per cent for next year.

NEW HIGHS AND LOWS FOR 1989



Presto stores was not proceeding smoothly continued to circulate. Argyll was further weakened by speculation that Hoare Govett was about to downgrade. However, this, along with talk that other brokers had recommended switching out of Argyll, also turned out to be untrue. Argyll closed down 8 at 208p, having traded down 8 at 209p, having traded an unusually high 6.3m shares.

William Low advanced on news that IEP, controlled by Sir Ron Brierley, New Zealand entrepreneur, had raised its stake to 13 per cent. Analysts said the news reinforced attention on William Low as a target rather than a predator. Mr Philip Dorgan of Goldman Sachs said Sir Ron would be unlikely to make a full bid for Low's, but he would hope to sell his stake to a smoother bidder. William Low closed a penny up at 304p.

Tesco was supported by news of its £14m sale and leaseback for 17 of its stores. One analyst commented: "This news is good but not unexpected. Tesco has a massive expansion programme to be funded and its attractive free-holds provide a useful way of doing this." But another analyst commented that he had only expected Tesco to announce a 250m leaseback deal. Tesco closed 1% up at 185p.

Asda eased after the recent downgrading and worries that there may be more in the pipeline. But dealers said they doubted whether Asda would sell below the long-term support level. Asda closed 2p up at 184p.

Argyll slipped in busy trade on talk that it was poised to buy Gateway stores from Isaacson, and on suggestions that it was encountering difficulties converting some of its Presto stores in the north of England and Scotland.

Dealers doubted both suggestions, though the speculation that Argyll's conversion of its

store to a net 5 at 330p.

British Aerospace had its busiest day of the week and gained 20 to close at 538p as more than 1.5m shares were traded. The share was helped by news of possible further

successes in the pipeline.

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Int'l. Comc.	Bid	Offer + or Yield	for Po Accrued High
Change	Price	Price -	100

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AMERICANS - Contd

High	Low	Price	No.	Div.	Cov.	Cy.	Ytd.
1969		Stock	15	-	15	15	15
1970		Stock	21	21	21	21	21
1971		Stock	25	25	25	25	25
1972		Stock	27	27	27	27	27
1973		Stock	27	27	27	27	27
1974		Stock	27	27	27	27	27
1975		Stock	27	27	27	27	27
1976		Stock	27	27	27	27	27
1977		Stock	27	27	27	27	27
1978		Stock	27	27	27	27	27
1979		Stock	27	27	27	27	27
1980		Stock	27	27	27	27	27
1981		Stock	27	27	27	27	27
1982		Stock	27	27	27	27	27
1983		Stock	27	27	27	27	27
1984		Stock	27	27	27	27	27
1985		Stock	27	27	27	27	27
1986		Stock	27	27	27	27	27
1987		Stock	27	27	27	27	27
1988		Stock	27	27	27	27	27
1989		Stock	27	27	27	27	27
1990		Stock	27	27	27	27	27
1991		Stock	27	27	27	27	27
1992		Stock	27	27	27	27	27
1993		Stock	27	27	27	27	27
1994		Stock	27	27	27	27	27
1995		Stock	27	27	27	27	27
1996		Stock	27	27	27	27	27
1997		Stock	27	27	27	27	27
1998		Stock	27	27	27	27	27
1999		Stock	27	27	27	27	27
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2001		Stock	27	27	27	27	27
2002		Stock	27	27	27	27	27
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2004		Stock	27	27	27	27	27
2005		Stock	27	27	27	27	27
2006		Stock	27	27	27	27	27
2007		Stock	27	27	27	27	27
2008		Stock	27	27	27	27	27
2009		Stock	27	27	27	27	27
2010		Stock	27	27	27	27	27
2011		Stock	27	27	27	27	27
2012		Stock	27	27	27	27	27
2013		Stock	27	27	27	27	27
2014		Stock	27	27	27	27	27
2015		Stock	27	27	27	27	27
2016		Stock	27	27	27	27	27
2017		Stock	27	27	27	27	27
2018		Stock	27	27	27	27	27
2019		Stock	27	27	27	27	27
2020		Stock	27	27	27	27	27
2021		Stock	27	27	27	27	27
2022		Stock	27	27	27	27	27
2023		Stock	27	27	27	27	27
2024		Stock	27	27	27	27	27
2025		Stock	27	27	27	27	27
2026		Stock	27	27	27	27	27
2027		Stock	27	27	27	27	27
2028		Stock	27	27	27	27	27
2029		Stock	27	27	27	27	27
2030		Stock	27	27	27	27	27
2031		Stock	27	27	27	27	27
2032		Stock	27	27	27	27	27
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2036		Stock	27	27	27	27	27
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2039		Stock	27	27	27	27	27
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2070		Stock	27	27	27	27	27
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2072		Stock	27	27	27	27	27
2073		Stock	27	27	27	27	27
2074		Stock	27	27	27	27	27
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2081		Stock	27	27	27	27	27
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2086		Stock	27	27	27	27	27
2087		Stock	27	27	27	27	27
2088		Stock	27	27	27	27	27
2089		Stock	27	27	27	27	27
2090		Stock	27	27	27	27	27
2091		Stock	27	27	27	27	27
2092		Stock	27	27	27	27	27
2093		Stock	27	27	27	27	27

CURRENCIES, MONEY AND CAPITAL MARKETS

FOREIGN EXCHANGES

Dollar and pound weaker

THE DOLLAR weakened, in spite of a narrowing of the US trade gap, and sterling fell below DM1.60 on the foreign exchanges yesterday as major currencies continued to lose ground to a strong D-Mark.

Immediate reaction to a smaller than expected US trade deficit of \$7.9 billion in September was for the dollar to improve, but the US currency was soon hit by heavy profit-taking.

The market was looking for a trade gap of about \$9 billion, but rumours had circulated in the Far East that the data would be better than expected.

This gave the dollar a firm undertone, and on publication of the figures the currency rose to a DM1.85.

Dealers said the trade news was encouraging, but not good enough to change the market's view of the dollar's appeal when compared with the D-Mark.

The US currency retreated as quickly as it had advanced, to test DM1.83, before rallying slightly to close the session at DM1.830.

The dollar rose to SF1.6280 from SF1.6230 and was unchanged at FF1.2475 and rose slightly to Yen1.75 from Yen1.70.

On Bank of England figures the dollar's index fell to 69.5 from 69.7.

\$ IN NEW YORK

Nov. 16	Last	Prev. close	Price	Change
1 Sept.	1.8252-1.8275	1.8207-1.8210		
1 month	1.8243-1.8255	1.8248-1.8255	1.8248-1.8255	0.00-0.00
3 months	1.8239-1.8245	1.8235-1.8240	1.8235-1.8240	0.00-0.00
12 months	1.8238-1.8240	1.8235-1.8238	1.8235-1.8238	0.00-0.00

Forward premiums and discounts apply to the US dollar

STERLING INDEX

Nov. 16	Short term	7 days notice	One month	Three months	Six months	One year
Swiss	141.14-141.14	141.14-141.14	141.14-141.14	140.74-140.74	141.14-141.14	141.14-141.14
US Dollar	85.73-85.73	85.73-85.73	85.73-85.73	85.73-85.73	85.73-85.73	85.73-85.73
Can. Dollar	121.11-121.11	121.11-121.11	121.11-121.11	121.11-121.11	121.11-121.11	121.11-121.11
Sw. Franc	125.44-125.44	125.44-125.44	125.44-125.44	125.44-125.44	125.44-125.44	125.44-125.44
Irish	125.44-125.44	125.44-125.44	125.44-125.44	125.44-125.44	125.44-125.44	125.44-125.44
Den. Krone	2.3625-2.3625	2.3625-2.3625	2.3625-2.3625	2.3625-2.3625	2.3625-2.3625	2.3625-2.3625
French	7.6761-7.6761	7.6761-7.6761	7.6761-7.6761	7.6761-7.6761	7.6761-7.6761	7.6761-7.6761
Italian Lira	12.10-12.10	12.10-12.10	12.10-12.10	12.10-12.10	12.10-12.10	12.10-12.10
Portug. Esc.	7.04-7.04	7.04-7.04	7.04-7.04	7.04-7.04	7.04-7.04	7.04-7.04
Yen	65.6-65.6	65.6-65.6	65.6-65.6	65.6-65.6	65.6-65.6	65.6-65.6
DM	82.5-82.5	82.5-82.5	82.5-82.5	82.5-82.5	82.5-82.5	82.5-82.5
Alas. Shill	82.5-82.5	82.5-82.5	82.5-82.5	82.5-82.5	82.5-82.5	82.5-82.5

Long term Eurodollar: two years 8.5-8.5 per cent; three years 8.5-8.5 per cent; four years 8.5-8.5 per cent; five years 8.5-8.5 per cent. Short term rates are for US Dollars and Japanese Yen only; two digits after decimal point.

EURO-CURRENCY INTEREST RATES

Nov. 16	Short term	7 days notice	One month	Three months	Six months	One year
Swiss	1.01-1.01	1.01-1.01	1.01-1.01	1.01-1.01	1.01-1.01	1.01-1.01
US Dollar	1.01-1.01	1.01-1.01	1.01-1.01	1.01-1.01	1.01-1.01	1.01-1.01
Can. Dollar	1.01-1.01	1.01-1.01	1.01-1.01	1.01-1.01	1.01-1.01	1.01-1.01
Sw. Franc	1.01-1.01	1.01-1.01	1.01-1.01	1.01-1.01	1.01-1.01	1.01-1.01
Irish	1.01-1.01	1.01-1.01	1.01-1.01	1.01-1.01	1.01-1.01	1.01-1.01
Den. Krone	1.01-1.01	1.01-1.01	1.01-1.01	1.01-1.01	1.01-1.01	1.01-1.01
French	1.01-1.01	1.01-1.01	1.01-1.01	1.01-1.01	1.01-1.01	1.01-1.01
Italian Lira	1.01-1.01	1.01-1.01	1.01-1.01	1.01-1.01	1.01-1.01	1.01-1.01
Portug. Esc.	1.01-1.01	1.01-1.01	1.01-1.01	1.01-1.01	1.01-1.01	1.01-1.01
Yen	1.01-1.01	1.01-1.01	1.01-1.01	1.01-1.01	1.01-1.01	1.01-1.01
DM	1.01-1.01	1.01-1.01	1.01-1.01	1.01-1.01	1.01-1.01	1.01-1.01
Alas. Shill	1.01-1.01	1.01-1.01	1.01-1.01	1.01-1.01	1.01-1.01	1.01-1.01

Long term Eurodollar: two years 8.5-8.5 per cent; three years 8.5-8.5 per cent; four years 8.5-8.5 per cent; five years 8.5-8.5 per cent. Short term rates are for US Dollars and Japanese Yen only; two digits after decimal point.

POUND SPOT- FORWARD AGAINST THE POUND

Nov. 16	Days	Close	One month	Three months	Six months	One year
US	1.5700-1.5705	1.5705-1.5707	1.5705-1.5707	1.5705-1.5707	1.5705-1.5707	1.5705-1.5707
Swiss	1.21-1.21	1.21-1.21	1.21-1.21	1.21-1.21	1.21-1.21	1.21-1.21
Den. Krone	1.21-1.21	1.21-1.21	1.21-1.21	1.21-1.21	1.21-1.21	1.21-1.21
Irish	1.21-1.21	1.21-1.21	1.21-1.21	1.21-1.21	1.21-1.21	1.21-1.21
Den. Krone	1.21-1.21	1.21-1.21	1.21-1.21	1.21-1.21	1.21-1.21	1.21-1.21
French	1.21-1.21	1.21-1.21	1.21-1.21	1.21-1.21	1.21-1.21	1.21-1.21
Italian Lira	1.21-1.21	1.21-1.21	1.21-1.21	1.21-1.21	1.21-1.21	1.21-1.21
Portug. Esc.	1.21-1.21	1.21-1.21	1.21-1.21	1.21-1.21	1.21-1.21	1.21-1.21
Yen	1.21-1.21	1.21-1.21	1.21-1.21	1.21-1.21	1.21-1.21	1.21-1.21
DM	1.21-1.21	1.21-1.21	1.21-1.21	1.21-1.21	1.21-1.21	1.21-1.21
Alas. Shill	1.21-1.21	1.21-1.21	1.21-1.21	1.21-1.21	1.21-1.21	1.21-1.21

Commercial rates taken towards the end of London trading. Belgian rate is convertible franc. French rate is DM0.85-0.85. Six-month forward dollar 4.77-4.7750. 12 months 5.04-5.0450.

DOLLAR SPOT- FORWARD AGAINST THE DOLLAR

Nov. 16	Days	Close	One month	Three months	Six months	One year
Swiss	1.5700-1.5705	1.5705-1.5707	1.5705-1.5707	1.5705-1.5707	1.5705-1.5707	1.5705-1.5707
US Dollar	1.5700-1.5705	1.5705-1.5707	1.5705-1.5707	1.5705-1.5707	1.5705-1.5707	1.5705-1.5707
Can. Dollar	1.5700-1.5705	1.5705-1.5707	1.5705-1.5707	1.5705-1.5707	1.5705-1.5707	1.5705-1.5707
Sw. Franc	1.5700-1.5705	1.5705-1.5707	1.5705-1.5707	1.5705-1.5707	1.5705-1.5707	1.5705-1.5707
Irish	1.5700-1.5705	1.5705-1.5707	1.5705-1.5707	1.5705-1.5707	1.5705-1.5707	1.5705-1.5707
Den. Krone	1.5700-1.5705	1.5705-1.5707	1.5705-1.5707	1.5705-1.5707	1.5705-1.5707	1.5705-1.5707
French	1.5700-1.5705	1.5705-1.5707	1.5705-1.5707	1.5705-1.5707	1.5705-1.5707	1.5705-1.5707
Italian Lira	1.5700-1.5705	1.5705-1.5707	1.5705-1.5707	1.5705-1.5707	1.5705-1.5707	1.5705-1.5707
Portug. Esc.	1.5700-1.5705	1.5705-1.5707	1.5705-1.5707	1.5705-1.570		

WORLD STOCK MARKETS

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FINANCIAL TIMES

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NEW YORK STOCK EXCHANGE COMPOSITE PRICES

2pm prices November 16

Continued on Page 51

NYSE COMPOSITE PRICES

12 Month
High Low Stock 5%, YTD 11% high low
Continued from previous Page

Spares are unofficial. Yearly highs and lows reflect the previous 52 weeks plus the current week, but not the latest trading day. Where a split or stock dividend amounting to 25% or more has been paid, the year's high-only range and dividend are shown for the new stock only. Unless otherwise noted, rates of dividends are annual distributions based on the latest declaration. *d*-dividend also x-rep'd, *b*-annual rate of dividend plus stock dividend, *c*-liquidating dividend, *cl*-called, *d-new* yearly low, *dividend declared or paid in preceding 12 months*, *d-Canadian funds*, subject to 15% non-residence tax, *l*-dividend declared after split-up or stock dividend, *j*-dividend paid this year, *o*-omitted, *o-determined*, or *o*-no action taken at latest dividend meeting, *o-dividend declared or paid this year*, an accumulative dividend with dividends in arrears, *n-new* issue in the past 32 weeks, *o*-high-low range begins with the start of trading, *o*-next day delivery, *P/E* price-earnings ratio, *r*-dividend declared or paid in preceding 12 months, plus stock dividend, *s*-stock split. Dividends begin with date of split, *ss-sales*, *dividend paid in stock in preceding 12 months*, estimated cash value on ex-dividend or ex-distribution date, *u-new* yearly high, *u*-trading halted, *w-to bankruptcy or receivership or being amalgamated under the Bankruptcy Act, or securities assumed by such companies*, *wd-distributed*, *wi-when issued*, *wh-with warrants*, *x-ex-dividend and sales int'l*, *xd-ex-dividend date in full*.

NASDAQ NATIONAL MARKET

2pm prices November 18

AMEX COMPOSITE PRICES

Stock	Div. E	IV 85					IV 86					IV 87					IV 88				
		200	High	Low	Close	Chng	200	High	Low	Close	Chng	200	High	Low	Close	Chng	200	High	Low	Close	Chng
AT&T		57	142	141	144	-	58	152	55	55	-	54	152	148	148	-	55	152	55	114	-
ATT F2200		10	50	48	50	-	10	52	48	50	-	10	52	48	50	-	10	52	48	50	-
Acton		3	4	3	5	-	3	4	3	5	-	3	4	3	5	-	3	4	3	5	-
AirExp		10	58	58	58	-	10	58	58	58	-	10	58	58	58	-	10	58	58	58	-
Alcatel		10	22	21	22	-	10	22	21	22	-	10	22	21	22	-	10	22	21	22	-
Allis		75	45	24	26	-	75	45	24	26	-	75	45	24	26	-	75	45	24	26	-
Alltel	1	12	12	12	12	-	12	12	12	12	-	12	12	12	12	-	12	12	12	12	-
Alphatek		103	55	45	45	-	103	55	45	45	-	103	55	45	45	-	103	55	45	45	-
Alta		70	1012	404	369	-	70	1012	404	369	-	70	1012	404	369	-	70	1012	404	369	-
Amchit		10	7	67	114	-	10	7	67	114	-	10	7	67	114	-	10	7	67	114	-
Alamed		246	55	55	55	-	246	55	55	55	-	246	55	55	55	-	246	55	55	55	-
AltaNet		32	51	54	51	-	32	51	54	51	-	32	51	54	51	-	32	51	54	51	-
Alteon		32	7	28	28	-	32	7	28	28	-	32	7	28	28	-	32	7	28	28	-
Altek		320	207	78	80	-	320	207	78	80	-	320	207	78	80	-	320	207	78	80	-
Alteon		7	7	55	55	-	7	7	55	55	-	7	7	55	55	-	7	7	55	55	-
Altria		27	4	19	18	-	27	4	19	18	-	27	4	19	18	-	27	4	19	18	-
AMCI		35	3	8	8	-	35	3	8	8	-	35	3	8	8	-	35	3	8	8	-
AmSteel		228	263	11	47	-	228	263	11	47	-	228	263	11	47	-	228	263	11	47	-
AmArcLight		11	12	11	11	-	11	12	11	11	-	11	12	11	11	-	11	12	11	11	-
ArcticCat		13	1	1	1	-	13	1	1	1	-	13	1	1	1	-	13	1	1	1	-
AstroCats		42	42	14	14	-	42	42	14	14	-	42	42	14	14	-	42	42	14	14	-
Atari		514	514	514	514	-	514	514	514	514	-	514	514	514	514	-	514	514	514	514	-
AttaCM		2	200	24	24	-	2	200	24	24	-	2	200	24	24	-	2	200	24	24	-
Autodesk		25	25	25	25	-	25	25	25	25	-	25	25	25	25	-	25	25	25	25	-
BAT in 350		5	5	5	5	-	5	5	5	5	-	5	5	5	5	-	5	5	5	5	-
BBN		11168	125	125	125	-	11168	125	125	125	-	11168	125	125	125	-	11168	125	125	125	-
BerryRG		22	4	5	5	-	22	4	5	5	-	22	4	5	5	-	22	4	5	5	-
Bersch		5	5	11	105	-	5	5	11	105	-	5	5	11	105	-	5	5	11	105	-
Besord		3	5	5	5	-	3	5	5	5	-	3	5	5	5	-	3	5	5	5	-
BergB		32	40	34	34	-	32	40	34	34	-	32	40	34	34	-	32	40	34	34	-
BioC		112	55	55	55	-	112	55	55	55	-	112	55	55	55	-	112	55	55	55	-
BindIt		1	17	34	34	-	1	17	34	34	-	1	17	34	34	-	1	17	34	34	-
Blitzkrieg		45	22	22	22	-	45	22	22	22	-	45	22	22	22	-	45	22	22	22	-
Blitzkrieg		22	22	22	22	-	22	22	22	22	-	22	22	22	22	-	22	22	22	22	-
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Blitzkrieg		22	22	22	22	-	22	22	22	22	-	22	22	22	22	-	22	22	22	22	-
Blitzkrieg		22	22	22	22	-	22	22	22	22	-	22	22	22	22	-	22	22	22	22	-
Blitzkrieg		22	22	22	22	-	22	22	22	22	-	22	22	22	22	-	22	22	22	2	

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FINANCIAL TIMES

AMERICA

Dow drifts lower despite trade deficit figures

Wall Street

WITH double-digit moves in either direction on Tuesday and Wednesday, the equity market has not made much progress this week and yesterday it drifted down in low volume, writes Janet Bush in New York.

At 3 pm, the Dow Jones Industrial Average was quoted 7.53 points lower at 2,626.00 on volume by mid-session of 97m shares. On Wednesday, the Dow rose 22.30 to 2,632.50.

Yesterday's mid-session level on the Dow was only a handful of points away from the close last Friday of 2,625.61. This stagnation can be interpreted in two ways. It is either a sign of consolidation, a positive precursor to another move higher; or it can be taken as evidence that the market is genuinely stalled, a bearish signal.

Prudential-Bache Securities appears to espouse the second

view. Last week, it lowered the equity weighting in its Small Aggressive Fund Model, its benchmark portfolio to 60 per cent from 70 per cent, and yesterday it announced that it was moving the cash portion of its portfolio into bonds.

Mr Larry Wachiel, Prudential-Bache market analyst, said that the firm was becoming increasingly cautious towards equities because of concerns about corporate earnings.

It was discouraging that the equity market did not derive any benefit from yesterday's September trade figures. The deficit narrowed to \$7.94bn in September from a downward-revised \$10.1bn shortfall in August. There was a 1.9 per cent rise in exports and a 1.9 per cent fall in imports which, in theory, should be a good mix for the equity market.

Both the equity market and the bond market reacted negatively to the figures for opposing reasons. Modest price

EUROPE

Corporate results return to the limelight

COMPANY results, or the anticipation of them, combined with other initiatives to give some markets a more active look yesterday. Others were less inspired, writes *Our Markets Staff*.

FRANKFURT responded to a batch of company news yesterday, renewed its love of cross-frontier connections and recovered virtually all of Tuesday's and Wednesday's losses. The DAX index, which fell 32.90 over those two days, jumped 31.52 or 2.1 per cent to 1,528.58 after a 7.74 rise to 1,523.27 in the FAZ at mid-session.

Nine-month reports included a 40 per cent jump in net profits at Volkswagen, which rose another DM21 to DM468; a 19 per cent lift at the aluminium, chemicals and energy group, Viat, up DM10 at DM319.50; and a 30 per cent jump in construction volume at Holzmann, up DM20 at DM21.5.

Along shares with a foreign flavour, Metallgesellschaft, East Germany's largest single trading partner, improved by DM17 to DM512 after a DM16.50 gain on Wednesday; and one of October's rumour stocks, the chemicals group Kali-Chemie, was suspended at Wednesday's DM660 amid renewed specula-

tion that its Belgian parent, Solvay, might bid for the shares it does not own.

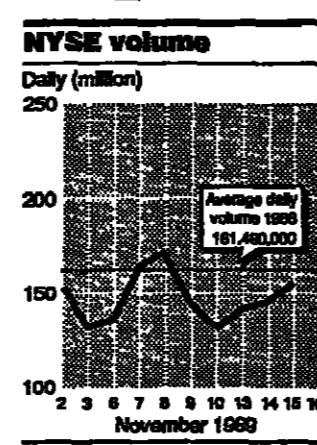
Volume stayed biggish at DM5.5bn, but nowhere near Monday's DM5.7bn, and some share price movements were quite indiscriminate. Daimler, for example, gained the same DM21 (to DM630) as VW, but it did so on a slight decline in nine-month net and in turnover of DM202m against VW's DM25m.

STOCKHOLM stemmed its recent sharp losses, ending mixed in anticipation of good interim figures.

Volvo's restricted B shares closed SKr1 up at SKr434 before it reported a 13 per cent rise in nine-month profits, and a change of chief executive. Free B shares in the telecommunications group Ericsson, which reported a 17.2 per cent surge in nine-month profits after the close, gained SKr5 to SKr36.

The Affärsvärlden General index rose 1.8 to 1,175.6, finishing off its day's highs, on turnover of SKr35m.

PARNIS managed a rally on the better US trade deficit figures, but volume remained low and prices ended off their best levels. It was an unconvincing



decline in the bond market in the morning were partly attributed to the rise in exports, which was seen as a sign of continuing strength in the economy. Equities fell, with traders citing the drop in imports as another sign that the economy was weakening.

Among featured stocks was

Dun & Bradstreet, the most actively traded issue on the New York Stock Exchange during the morning session. Its share price slumped \$3.80 to \$21.42 after the company said that a planned overhaul of its credit services business would reduce earnings per share by 10 cent per annum.

Campbell Soup added \$2.00 to \$20.50, having gained \$4.00 on Wednesday on speculation of a bid from Philip Morris. The company announced fiscal first-quarter net income of 64 cents a share which was in line with analysts' forecasts.

Cinplex Odeon dropped \$2.00 to \$20.50, having gained \$4.00 on Wednesday on speculation of a bid from Philip Morris. The company announced fiscal first-quarter net income of 64 cents a share which was in line with analysts' forecasts.

Ginsberg fell \$1.50 to \$11.10 after its chairman said he had failed to get financing for his proposed \$16.40-per-share takeover bid.

Deprenyl Research gained \$1.50 to \$11.75 after saying on Wednesday that it had developed a new drug for Parkinson's Disease.

Kahlawal lost \$1.50 to \$10.50 after the previous day's gains.

performance and one analyst suggested that turnover would be a modest FFr2.2bn, of which about a third could be attributed to specific situations.

Europatunnel was the main feature, rising FFr3.15, or 7 per cent, to FFr47 after a drop of 17 per cent in two days. Bargain-hunting and some short-covering followed a newspaper article pouring cold water on stories that the Channel tunnel group was in trouble and that a large French investor planned to pull out. The Commission des Opérations de Bourse said it would investigate the sharp fall on Tuesday and Wednesday.

Maisons Phénix climbed FFr4.80 to FFr87.90 for a two-day gain of 18 per cent, following the news that Générale des Eaux, the main shareholder, was merging it with some property development companies. Eaux rose FFr7.90 to FFr2,150.

SOUTH AFRICA

JOHANNESBURG gold stocks fell in reaction to their recent gains, but rose above their lows as the bullion price bounced above \$350 an ounce.

Bon Marché, which denied speculation that it intended to sell its furniture retailer Conforama, lost FFr43 to FFr1,000, while Conforama remained suspended as excessive demand continued.

The OMF 50 index closed 5.04 higher at 500.65 and the CAC 40 real time index was up 12.38 at 1,239.01. This compares with FFr5.2m. This compares with FFr5.2m.

MILAN opened the December account with a 3.48 rise to 655.95 in the Comit index in moderate volume, but there was a wary undertone as the market looked at over L1,000m of capital raising operations.

Apart from the launch of rights issues from Mediobanca and Gemina yesterday, the market has seen an undersubscription at Olivetti, a long delay in the planned funding by the state telephone company, Sip, and a reduction in price from L3,650 a share to L2,650 by Pirelli SpA.

AMSTERDAM was lifted by the US trade data, but volume remained very low and most activity was again confined to the professionals. The CBS tendency index closed 1.8 higher at 1,79.8.

Hoogovens, the steel stock which has been depressed by hefty union wage demands,

regained FFr1.90 to FFr1.90 following strong results from British Steel.

Pakhoed, the transport and storage company, climbed FFr4.80 to FFr12.20 after revising its earnings forecast for this year to more than FFr9m from FFr5.5m. This compares with FFr4.80 to FFr12.20 after revising its earnings forecast for this year to more than FFr9m from FFr5.5m.

ZURICH was nudged higher in light trading, the Crédit Suisse index rising 3.2 to 597.0. Brown Boveri sold SFr5.10 after Wednesday's denial of plans to link its shares with those of its Swiss international business partner, Asea, into a single unified stock.

COPENHAGEN insurance stocks continued to pull in the buyers, although banking issues calmed down after their recent advances.

Baltic Holding rose DKR5 to DKR7.80 after the company's chief manager told a local newspaper that recent heavy buying, with turnover reaching about 10 per cent of total share capital over the last few weeks, could herald a hostile bid. Fellow insurer Hafnia Holding added DKR2.0 to DKR3.82.

The bourse index picked up 2.57 to 354.47.

ASIA PACIFIC

Speculative issues help Nikkei peak again

Tokyo

CHEERED by the overnight rise in New York and receding fears of higher interest rates, Japanese equities reached a fourth consecutive record yesterday, writes *Michigan Nakamoto* in Tokyo.

Casting aside concern over the high levels the market has attained in its seven-day rising streak, investors continued buying selectively and pushed the Nikkei average 24.11 higher to a record 35,376.34. It had moved between a high of 35,383.16 and a low of 35,333.12.

In spite of the new high, declines outnumbered advances by 457 to 459 with 200 issues unchanged. Volume, at 1.1bn shares, was slightly weaker than Wednesday's 1.2bn.

The Topix index of all listed shares gained 3.16 to 2,71.05, while the ISE/Nikkei 50 index in London added 3.30 to 2,063.91.

Amid growing expectations that the US would ease monetary policy, investors indulged in another day of active trading. But beneath the apparent bullishness, there was a lack of overall firmness and sense of

direction. Institutions were sidelined before the release of US trade figures for September.

With individuals leading the market, "the menu keeps changing every day," said Mr Masami Okuma at UBS Phillips & Drew. The greater number of losses over gains indicated that "it really wasn't as good a market as it looked."

Many of the themes were well-worn, such as the story behind Tokyo Corp, the railway company, that it was seeking stable shareholders for its group companies as a defence against takeovers. Tokyo was second in volume with Y150 to Y3,020. One analyst said it tends to be a concerted effort to highlight issues such as Tokyo when other stocks were not attracting attention.

The visit of Mr Alexander Yakovlev, the influential side to Soviet President Mikhail Gorbachev, kept hopes of increased trade with the Soviet Union in investors' minds. Trading houses were selected, with Marubeni topping the actives list with 50m shares and gaining Y30 to Y970. Fisheries were also favoured.

Non-life insurers stepped on

to centre stage with strong gains, partly as laggards and partly on higher gold prices. They are to be allowed to invest in gold for the first time.

Yasuda Fire and Marine was third in volume with 82.6m shares and gained a hefty Y120 to Y1,850. A group of speculators was said to be buying.

Osaka was supported by strength in railways and trading houses. The OSE average rose Y1.85 to another record of 37,073.13. Nintendo, the video game maker added Y400 to Y15,700 as investors saw prospects of better business as Christmas approaches.

Roundup

LACK of stimulus was the main complaint in the Pacific Basin, with one outstanding exception.

AUSTRALIA welcomed Westpac results and Adelaide Steamship's successful bid for Industrial Equity, and made allowances for the first-quarter slump at News Corp. The All Ordinaries index rose 1.7 to 1,824.50.

TAIWAN started weak. The weighted index, which dropped 74 on Wednesday, shed an additional 18.44 to 10,407.14.

MANILA dropped in moderate trading, the composite index falling 18.80 to 1,356.53 as investors sold because of growing political unrest in the south before a regional plebiscite.

SEOUL ended a three-day run of losses, as the composite index inched up 0.93 to 908.51.

Its shares rose 16 cents to A\$5.06, ANZ made 6 cents to A\$4.48 and National Australia Bank gained 4 cents to A\$6.74.

Among the movers and shakers, Adsteam rose 20 cents to A\$7.44 and News Corp surprised the market by adding 15 cents to A\$13.25 after a 58 per cent drop in first-quarter profits due to initial losses at Sky Television and the Australian pilots' dispute.

HONG KONG received its potential support too late in the day and the Hang Seng index eased 3.58 to 2,695.51 in turnover HK\$93m lower at HK\$29.5m. Hong Kong Telecom, which announced a 20 per cent rise in half-year net profits after trading closed, shed 5 cents to HK\$24.57.

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THIRD QUARTER RESULTS

Continental retail stocks surge as tills keep ringing

Increased consumer spending and international links have lifted the sector, writes Alison Maitland

Canada

CAUTION was the watchword in Toronto at mid-session yesterday, as the composite index lost 1.1 to 3,516.6. Volume was light at 1.4m shares and declining shares outpaced advancing issues by 251 to 184.

Ginsberg fell C\$1.50 to C\$11.14

after its chairman said he had failed to get financing for his proposed C\$16.40-per-share takeover bid.

Add to this the prospect of more cross-border alliances and takeovers, together with foreign interest in the prime land sites owned by big department stores, and it becomes clear that many continental retail stocks have outperformed this year.

The big department stores such as Kaufhof, Karstadt and Höffner may look a little expensive for young East Germans. But their shares have been attracting foreign interest because of their real estate holdings. Karstadt, for example, is estimated to have an asset value of DM1,000 per share against a market price of DM634.

The shares of big French department stores, such as Galeries Lafayette and Printemps, have also benefited from enthusiasm for their land holdings in central Paris, as the rising price of commercial

property has outpaced inflation. And there has been keen interest in France in takeovers and new alliances among the food retailers.

The 'high' price paid by

CFAO, the trading group, for La Bûche Méridionale, the southern French supermarket chain, raised hopes of more to come. The latest speculation surrounds Conforama, a furniture retailer, which some believe is up for sale, possibly due to a foreign buyer. It is indirectly controlled by Mr Bernard Arnault's Financière Agache, and some analysts say Mr Arnault, who is also chair-

man of LVME, may want to concentrate on the luxury market.

Yesterday, however, Bon Marché, which controls Conforama, denied it planned to sell.

Euromarché and Docks de France are also targets of takeovers and speculation. Retail stocks have been in the vanguard this year, outperforming up to October's mini-crash, and then falling harder than the market, says Mr Jean-Philippe Verney of BNP Securities. He believes they could outperform again next year, but only if another bid materialises.

Casino, the food store and restaurant group, meanwhile, has joined a cross-border alliance with Argyl of the UK and Dutch retailer Ahold, involving share swaps and a pooling of ideas and buying power.

It has also forged marketing

links with Italy's only listed retailer with a substantial free float. There has long been talk of Italy's growth potential — supermarkets account for only 2.6 per cent of the total food market this year, compared with 10.4 per cent eight years ago and a projected 34.1 per cent in 1994.

Rinascence has outperformed

the market during the second half of the year, because of its

scarcity value and speculation

of a link-up with the only other quoted retailer, Standa.

Mr Malcolm MacLachlan,

European retail analyst at UBS Phillips & Drew, expects consumer spending to grow more strongly in West Germany next year, and to slow slightly in other continental countries, "but it will be nothing like you have in the UK. No great slump is expected in 1990."

European retail companies

are more internationally minded and less dependent on a single source of income, says Mr MacLachlan. French supermarket group Carrefour, for example, saw 30 to 40 per cent of its profits from operations in Spain, South America and the US.

Moreover, continental spenders do not borrow in the way Britons do, and, in lean times, they tend to have more savings to fall back on.

Upmarket German

retailers are thought

JOBS

How to get round the resignation threat

By Michael Dixon

THANKS to the wisdom of readers this column can today take a further step towards a cherished aim. It is to reduce job interviews centred on trick questions to the condition of two tape-recorders talking to each other.

But the latest example on which I sought readers' advice is not so simply disarmed. It is: *What issues would you resign over?*

Forty-three of you have kindly responded. Only a dozen propose ripostes best summarised as "Get knotted" which, however justified, are perhaps impolitic. Even so the majority, while having no difficulty in solving the problem in theory, stop short of doing same in practice.

The answering strategy advocated by most theorists is to name something so universally condemned as evil that everybody would instantly resign over it. But what that something might be remains obscure.

One of the few who offer a pointer remembers a TV interview in which Shirley Williams, a founder of the United Kingdom's original Social Democrats, was asked on what issues she would resign from the leadership of her party. Her answer was: "If it decided to restore capital punishment."

Alas, Mrs Williams was in a relatively easy position. All

more are likely to be hostile to it. Candidates declining to cite any may well be ditched as probably indulging in the unpeakable. Hence the only safe option is to answer: "Healthy and normal."

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capital punishment."

Alas, Mrs Williams was in

a relatively easy position. All

she had to beware of was antagonising people with broadly similar beliefs. Enthusiastic hangers were, if anything, even less likely to side with her party than it was to bring back the gallows.

Seekers of high-ranked

jobs are less lucky. If they

are to survive as candidates,

any resignation issue they

cite will probably have to

gain the private - which

need not be the same as the

public - approval of several

top executives apt to hold

conflicting views on any

specific matter of ethics at

least. And the only result of

naming purely abstract evils,

like gross moral turpitude,

will usually be a demand for

specific instances.

Happily, although lack of

an adequately universal

anathema precludes a one-

line counter, Michael Giffkins

of the Logica Consultancy

has suggested a longer route

to the same end. It is to send

the interviewee's inquiry into

a loop of the "There's a hole

in my bucket, dear Liza"

type.

A prototype libretto,

admittedly short of polish,

might go as follows:

What issues would you

resign over?

Any which conflicted

in intolerably with my personal

values.

Success in marketing

computer systems, preferably including first-hand selling, is required. Experience in advertising and other aspects of publishing would be an advantage. Most important of all, candidates should have demonstrable commercial flair.

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Germany

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- securing lead mandates and management positions for project loans and negotiating management groups forming syndications;
- preparation of information memoranda and negotiating international loan and guarantee agreements.

Candidates should be in their late 20's or early 30's and should have had practical experience of international syndicated loans and buyer and supplier credit facilities, and be well familiar with supporting documentation requirements. A thorough knowledge of credit and syndicated loan facilities is essential.

Candidates are likely to have obtained the requisite experience in a leading merchant or investment banking environment. Alternatively they may be working in the Finance Department of an International petroleum company.

The successful candidate will work together with highly qualified and experienced colleagues of different nationalities. He will be offered an exciting and rewarding opportunity to acquire an in-depth knowledge of the financing of petroleum related projects.

Our client is a leading international financial institution located in the Eastern Province of Saudi Arabia. The appointment will be for an initial two year contract, renewable. In addition to a substantial tax-free salary, there is a comprehensive ex-patriate benefits package.

Interested applicants should forward a detailed curriculum vitae to Brian Jarvis or telephone as below.

Jonathan Wren

Recruitment Consultants
No. 1 New Street, (off Bishopsgate), London EC2M 4TP
Telephone: 01-623 1266 Fax: 01-626 5258

Manager of Compliance (IMRO/LAUTRO)

Berkshire

c £30K+Excellent Benefits

Our client, a fast growing and innovative Financial retailer, seeks to appoint a high calibre professional as Manager of Compliance. With over 170 branches throughout the UK, the company offers a comprehensive range of personal banking and insurance services.

Reporting to the Company Secretary and with access to the Chief Executive Officer, the successful candidate will be responsible for co-ordinating and managing the compliance function to ensure conformity with the Financial Services Act and the regulations of LAUTRO and IMRO. This is a key appointment within the Company, which has a strong commitment to Compliance.

Ideally, candidates will have 1-2 years' Compliance experience, gained within a similar

organisation or regulatory body. Good technical knowledge is essential as well as excellent organisational skills. As important as these will be, personal qualities; candidates must have an independent and robust personality together with a confident, proactive approach.

The importance of the position is reflected in the excellent remuneration package which includes a generous base salary and outstanding benefits, including executive car, subsidised mortgage, non-contributory pension, BUPA, life and disability assurance, corporate sports facilities etc.

For further information please contact

Karen Clarke on 01-631 2000 or write to her at

Michael Page City,
39-41 Parker Street,
London WC2B 5LH.



Michael Page City
International Recruitment Consultants
London Paris Amsterdam Brussels Sydney

Head of Investment

Isle of Man

Package around \$150,000

Our clients are professional managers of insurance companies. They are recognised as innovative and influential leaders of an important sector of the international insurance market.

Among the firm's main responsibilities is the management of the investment of funds currently valued at over U.S. \$650 million. Supported by a small investment department, and with access to advice from specialists in the financial markets, the Head of Investment will agree policy with and report on investment performance to Boards of the insurance companies at meetings all over the world.

Candidates must have a substantial and successful background in banking, investment, treasury or general financial management. Age is not a material factor, the need is for an articulate and personable individual with the stamina to cope effectively with daily investment management despite an extensive travel programme and with the presence and know-how to engender confidence among business leaders.

This high profile position requires a candidate worthy of senior status and an initial remuneration package of around \$150,000.

Please write in strictest confidence, enclosing a CV to: Stuart Holden, Director, ABGH Advertising and Recruitment Services Limited, 87 Jermyn Street, London SW1Y 6JD.

ABGH Executive
Recruitment

Structured Finance

We are seeking to recruit an Assistant Director to join the Structured Finance team within Morgan Grenfell's Banking Division.

As part of our successful team you will principally be responsible for structuring and transacting deals in the areas of tax-based and off balance sheet finance. Opportunities will arise for marketing and acquiring new business and for developing new products in response to specific client requirements. An emphasis will be placed on an innovative approach to problem solving.

The successful candidate will be in their late twenties and will have a high degree of numeracy and PC spreadsheet experience. An accounting or legal qualification, credit skills and relevant banking experience (particularly if in the field of structured finance) will be significant advantages.

There is an attractive remuneration and benefits package. Please contact, giving full career details:

Mark Heyes
Morgan Grenfell & Co. Limited
23 Great Winchester Street
London EC2P 2AX
Tel. 01-588 4545

**MORGAN
GRENFELL**

CORPORATE BUSINESS DEVELOPMENT

SALARY RANGE £22K-£32K + LONDON ALLOWANCE + CAR

Girobank is one of the country's leading financial institutions with over 2 million private customers and a growing corporate portfolio.

In our most important challenge to date, we are now preparing to enter the private sector and so need to add another finance professional to our business development team. This team manages the expansion of our Key Accounts in London, which is vital to our future growth.

In joining the team as Relationship Manager, you will be making an important contribution to our success by developing business within some of Britain's leading blue chip companies. You will liaise with clients at senior levels, offering a full range of clearing bank products and your role includes both servicing existing clients and developing new contacts.

It is important that you are comfortable with complex negotiations at Senior Group levels and you will be expected to put together financial packages that meet

each client's individual needs. And although you will be fully trained in our products and methods, you should have a good understanding of sales within the Corporate Financial Services market.

As befits this high profile role, your starting salary will be supported by benefits which include a company car and relocation assistance where appropriate.

Please write with full CV or alternatively telephone for further information and an application form to: Paul Wildes, Resourcing Manager—Profit Centres, Girobank plc, Bootle, Merseyside L15 0AA. Tel: 051-966 2487.

Girobank

FINANCIAL MARKETING

Life Assurance Product Development Glasgow to £25k Car, pension, mortgage and bonus

With a reputation for innovation and a consistently outstanding record of investment performance our client is now poised to take advantage of a massive new potential market. A proposed close business relationship between themselves as a highly respected Scottish Life Office and a national financial services organisation will give them a secure and extensive distribution channel for the group's life and pensions products.

To capitalise on this they wish to expand the young product development team. Reporting to the AGM (Development)

you will be responsible for identifying market opportunities, developing the product which requires financial and actuarial awareness and, most importantly, ensuring the admin and sales operations have the procedures in place to handle the business which the new product achieves.

Ideally you will currently be in marketing or product development in a financial services company with experience of unit linked life products. You will have the maturity and management skills to ensure the marketing, admin and sales departments are willing to help and, whilst formal qualifications would be preferred, experience and success in a similar or related field is more important.

To apply, please send your detailed CV stating current salary to Douglas Kinnaid, CA, quoting Ref: 3875/FT or telephone his secretary for an application form.

PA Consulting Group, Number Two Blythswood Square, Glasgow G2 4AD. Tel: 041-221 3954. No details will be divulged to our client without candidates' consent.

PA Consulting Group

HUMAN RESOURCES

Creating Business Advantage

Executive Recruitment • Human Resource Consultancy • Advertising and Communications

HEAD OF ECONOMICS AND FORECASTING BRANCH

c £40,000

Under privatisation the National Grid Division of the CEGB will become a separate company under the ownership of the twelve regional distribution boards. In preparation for this event, we are already making changes designed to streamline our operation, and reflect our new role as the central link between the generating and supply companies.

In the key post of Head of Economics and Forecasting, you will be in charge of a multi-disciplinary team of economists, engineers and statisticians responsible for undertaking studies in areas such as the economic forecasting of electricity demand and the broader assessment of customer needs. Naturally you will have a major input to our long term commercial development plans. You will also work closely with all other sections of the privatised industry, and have an important role on our management team.

A graduate in a relevant numerate discipline with substantial senior level experience in one or more of the areas mentioned above, you will initially be based in London, but should be prepared to relocate to

Warwickshire on completion of our new national headquarters in approximately two years time.

A package will be offered commensurate with your experience and including a full range of executive benefits.

To apply, either write with a current CV or send for an application form to the Personnel Officer (Services), National Grid Division, Summer Street, London SE19 8JJ. Tel. 01-620 6824. Please quote vacancy number 684/89. The closing date for applications is 1st December 1989.

As an Equal Opportunities Employer, we welcome applications from men and women, including ethnic minorities and the disabled.

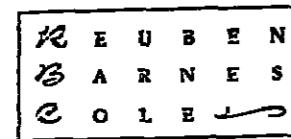


USA EQUITY ANALYST

Our client is a well known, mid-sized international group with a demonstrable record of dynamic growth. An opportunity has now arisen for a USA Equity Analyst to join their performance-orientated investment management team.

The ideal candidate, aged in their late 20's to early 30's, will be able to show a good record of 'bottoms up' stockpicking. He or she should be able to work within a prescribed 'top-down' strategy and be able to choose individual stocks with selectivity and conviction.

Our client offers a professional working environment combined with competitive compensation.



In the first instance please send a full CV and a covering letter to:
Clive Cole, RBC Advertising,
25 Duke Street, London W1M 5DA
(all enquiries will be forwarded to our client.)

THE INVESTMENT BANK OF IRELAND LIMITED

MARKETING MANAGER Northern Ireland

The Investment Bank of Ireland Limited is part of the Treasury and Investment Banking Division of the Bank of Ireland Group. Its investment management activities involve the management of funds for pension trustees, insurance companies, unit trusts, charities and private clients. Funds under management total approximately \$16.75 billion.

As part of the continued expansion of our range of investment services to both private and institutional clients in Northern Ireland, we have an immediate requirement in Belfast for an experienced Marketing Manager.

The successful candidate will be responsible for both devising and implementing a strategy to gain significant amounts of new business from both institutional and high net worth individuals in Northern Ireland.

This is a demanding position which will prove attractive to a highly motivated self starter who must have the ability to understand complex financial investment services.

Applicants should be in the 26 to 30 age group and preferably should hold an honours degree and/or appropriate professional qualifications. They will have gained considerable experience in the marketing of fund management or other financial services.

An attractive remuneration package which will include full banking benefits will be provided.

Please write in complete confidence including career details to date to:



Mr. F. J. Healy
Head of Personnel
Bank of Ireland
Treasury and Investment Banking Division
26 Fitzwilliam Place
Dublin 2

CAPITAL MARKETS £BILLIONS BORROWER

EUROBOND ISSUES

to £45,000 + bonus + car
+ banking benefits

With some experience of Eurobond deals behind you, prospects for the future look to be less challenging than your outstanding abilities to:-

* Climb steep learning curves

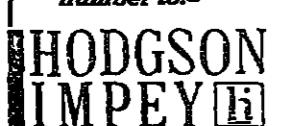
* Make significant innovations happen

* Reach unusually high commercial and professional standards

In addition, to being bright, highly numerate, and naturally good at working with "the grain" in your business relationships, you are an intellectually robust "self-starter", with excellent negotiating skills, who is capable of intense team loyalty.

A corporate treasury or banking professional with good degree and/or professional qualifications has scope to develop the capital markets initial role quickly from Eurobonds and associated documentation, through medium term notes and other tax driven deals including overseas subsidiary funding and the use of financial instruments to minimize the risks of fund raising.

Please send in strict confidence, a comprehensive curriculum vitae including details of current remuneration and a daytime telephone number to:-



Peter Willingham (Ref. 085)
Managing Director
HODGSON IMPEY
SEARCH & SELECTION LTD
50 Pall Mall, London SW1Y 5JQ

BANK ANALYST

Standard & Poor's

Standard & Poor's Ratings Group, a part of McGraw-Hill Financial Services Company, is a leading provider of financial analysis to international capital markets. As a result of the growth of our European debt rating activity and the expansion of our London-based analytical staff, we are seeking an analyst to join our team responsible for rating European banks.

The position involves in-depth financial analysis and strategic research on major banks and other financial institutions in the UK, and on the Continent. Analyst's responsibilities include conducting meetings with senior management of major European banks, along with the presentation of analysis for internal rating purposes and for external publication. The position is London based and involves travel throughout Europe as well as to New York. Qualifications should include at least two years' experience, as an analyst, following banks, working for a financial institution, or regulatory body. Strong communication skills, both written and oral, are essential. Fluency in a major Continental language would be an advantage.

Standard & Poor's will provide considerable training in both New York and London. Compensation is competitive and will vary with applicant's qualifications and experience.

Please forward your resume, with salary requirements, to:

Personnel Director
Standard & Poor's Rating Group
McGraw-Hill Financial Services Company
19 St. Swithin's Lane
London EC4N 8AD



Raising opportunities in Corporate Finance

Establishing in small/medium-sized Companies

Johnson Fry is known as the country's leading BES Sponsor. Over seventy companies are now advised on a continuing basis.

We are now expanding our services to small and medium-sized private and public companies by further recruitment to our Corporate Finance team of over fifty employees who work closely with Christopher Castleton, Christopher Whittington and Charles Fry.

Applications should only apply if they are looking for a job which they can enjoy in a rapidly expanding and friendly organisation.

We are specifically looking for:-

Head of Division:

with over seven years experience of corporate finance advisory work. The candidate will be in his mid-thirties, professionally qualified and now working at a merchant bank or a large firm of stockbrokers.

Senior Manager:

with over three years experience of corporate finance advisory work, including yellow book/blue book knowledge and experience.

Executives:

with over one year's experience in a corporate finance environment with a professional or degree qualification.



Johnson Fry Corporate Finance Ltd



Analysts

As a leading Securities House, our client now forms an integral element within one of Europe's leading banking groups. Fleet Partnership has been retained to assist in the selection of outstanding, ideally rated analysts in the following sectors:

- * Electricals
- * Engineering
- * Food Manufacturing
- * Leisure
- * Oils

In order to qualify candidates will therefore have already built a sound analysis or research reputation in the City.

Contact, in total confidence, Elizabeth Sullivan.

the fleet partnership

Financial Recruitment Consultants, 37/41 Bedford Row, London WC1R 4JH. 01-831 1101 (24 hours)

COMMERZBANK AG

Commerzbank is seeking to enhance its existing Spot Foreign Exchange team by recruiting a Senior Dealer. The candidate, likely to be around 30 years of age, will be expected to participate both in intra day trading and in the formulation of strategic views in major currencies. The position will involve working closely within the existing group and requires a flexible approach consistent with the Bank's philosophy of emphasising profitability rather than turnover. A working knowledge of options and forward dealing would be a distinct advantage.

The Bank is offering a competitive remuneration package incorporating a performance related bonus and appropriate fringe benefits.

Please write with career details to Vanessa Lewiston, Personnel Manager, Commerzbank AG, 10-11 Austin Friars, London EC2N 2HE.

£1,000,000+ TALENTED EXECUTIVES NATIONWIDE

The Business Services Division of our Company, backed by an International Financial Institute are able to offer a unique package to those individuals, or groups, who wish to start their own Recruitment Consultancy or Executive Search Companies.

This will be of particular interest to Experienced Recruitment Consultants, Recruitment Managers, Executive Search Consultants and Entrepreneurs. A few of the areas we cover are:

- 1) Set Up of Ltd Companies
- 2) Assisting with The Raising of Finance
- 3) Locating Prime Office Accommodation
- 4) Obtaining Employment Agency Licences
- 5) Cash Flow Forecasts, Projections, Targets and Budgets.

THIS IS NOT A FRANCHISE OFFER

ALL ENQUIRIES WILL BE TREATED IN STRICT CONFIDENCE.

Please contact: David Paton, General Manager, Business Services Division, Hynes Associates Ltd, 77-79 Wells Street, London W1P 3RE Tel: 01-580 5522

DIRECTOR CREDIT CONTROL

The primary requirements are:

- Experience in managing a credit control function with an international dimension.
- The ability to work without detailed direction and with judgement and discretion.
- A strong personality and presence.
- A willingness and ability to undertake extensive international travel, which will be a significant feature of the job.

An attractive remuneration package will be structured which will include a company car, pension scheme and a bonus based on personal and corporate performance. The position will be located at the Group's corporate headquarters in Shannon, Ireland.

Please reply in the first instance with full career details to Mr. Brian Ward, Peat Marwick, 1, Stokes Place, St. Stephen's Green, Dublin 2.

GUINNESS PEAT AVIATION

GPA Group plc · Shannon · Ireland

BOSTON SAFE DEPOSIT AND TRUST COMPANY (U.K.) LIMITED

INTERNATIONAL PRIVATE BANKERS

Salary Circa £45,000

Boston Safe Deposit & Trust Company is one of the top Banks in the U.S. with balance sheet assets in excess of \$13 billion worldwide.

We are currently expanding our international private banking department which caters to discriminating high net worth clients. We seek highly motivated sophisticated individuals to market the department's international products and services.

The ideal candidate possesses five years marketing experience in the high net worth private client market and is fully versed in the foreign exchange and fixed income markets. Fluency in one or more foreign language would be viewed favourably; extensive travelling will be required.

The position comes with first class banking benefits including a result orientated incentive compensation package, non-contributory pension scheme, reduced rate mortgage, private health cover and company car.

Please write enclosing your CV to our advisor, Stewart Wright, Austin Knight Selection, Knightway House, 20 Soho Square, London W1A 1DS, or telephone 01-439 5780 for further information (01-494 1093 evenings/weekends). Please quote reference 2002/SW/89.

A subsidiary of Shearson Lehman Hutton, Inc.
An American Express Company
©1988 The Boston Company, Inc.

THE BOSTON COMPANY
Boston Safe Deposit and Trust Company

SWAPS Marketing Investment Banking, Europe

We have developed a highly successful Swaps Group in London during the last two years and plan to increase our presence in the Swaps Market in Europe. As a consequence, we now seek high calibre professionals to join the existing team.

You will need 1-3 years experience of marketing interest rate Swaps, cross currency Swaps and related products. Additionally, you will be of graduate calibre and have well-developed technical expertise appropriate to Swaps activities.

Fluency in another European language would be an advantage.

The rewards are high for people who can succeed in these challenging roles.

In the first instance, please send full personal and career details in confidence, to Karen Petersen, Personnel, The Bank of Nova Scotia, 33 Finsbury Square, London EC2A 1BB. Tel: 01-638 5644.



Scotiabank

**FINANCE AND BUSINESS
MANAGER**
**FOR LONDON'S LARGEST
POLYTECHNIC**

Up to £40k plus BUPA
and generous performance bonus.

The Organisation
South Bank Polytechnic whose business is Higher Education, is a company with an annual turnover approaching £30m, assets of over £200m, 1500 staff, 10,000 students and externally funded research and consultancy contracts of around £10m.

The Job
Leading a team of senior staff and reporting to the Director, you will be responsible for the business management of the Polytechnic's facilities and activities maintaining the property potential of the buildings for current and summer students, expanding our already successful trading company activities, and marketing the skills and expertise of the academic staff to industry and commerce.

The Person
We are looking for a Manager with a sound track record in Commerce, Industry or the Public Sector who has successful business and financial experience.

Remuneration Package
The successful applicant can expect a salary of up to £40k plus BUPA and a generous performance bonus scheme.

If you find the challenge of this demanding management position attractive then ring us on 01-928 2312 (answering service) or write to: Human Resources Department, South Bank Polytechnic, Borough Road, London, SE1 8AA for further details and an application form.

The closing date for applications is 11 December. Interviews will be held in the week commencing 18 December 1989.

Please quote Ref: F11.

An Equal Opportunities Employer.



Foreign Exchange Dealer

Move from Corporate Treasury
to Financial Services - Talk to us today

c £25,000 package
London

This major force in international equities is one of the fastest growing and most successful financial institutions in the City.

This new position offers a young, corporate treasury dealer an ideal opportunity to advance their career dealing in foreign exchange and taking responsibility for managing positions.

As part of the group treasury, you will provide a service function to both clients and traders, whilst

contributing significantly to the group's profits.

The future could see you moving into securities trading or within the treasury function depending upon your particular abilities and interests. The present will reward you with a generous base salary and a substantial bonus scheme, based on performance.

You should have at least 2 years' experience in FX dealing, preferably in a major corporate and the personality

to enjoy working in a professional and dynamic environment.

To find out more, telephone Fiona Crisp today on 481 8275 between 9.00am and 6.30pm or on 701 5014 between 7.30pm and 9.30pm.

Alternatively, send your CV quoting reference A/0018 to Alannah Hunt Executive Selection Division

Price Waterhouse
Management Consultants
No. 1, London Bridge
London SE1 9QL

Price Waterhouse



IMRO

Senior Compliance Officers

IMRO is one of five SROs recognised by the Securities and Investments Board with responsibility for the regulation of investment management in the UK. Included within the IMRO Compliance Department's activities are:-

- * Regular inspections of IMRO members to ensure that investors are adequately protected
- * Carrying out special investigations where there is investor risk concern
- * Regular contacts with Members
- * Projects related to the development of Conduct of Business Rules

There is currently a requirement for a number of high calibre professionals to join the existing team.

TP
Michael Page City
International Recruitment Consultants
London Paris Amsterdam Brussels Sydney

MARKETING MANAGER

City to £40,000 + benefits

The merchant banking arm of a leading UK financial institution is seeking a corporate marketer to be responsible for a portfolio of medium to large European corporates. As an experienced transactor you will be marketing traditional lending products and corporate finance products such as MBO's and leveraged financing. Ref: 128563/sma

CORPORATE MANAGER

City to £30,000 + benefits

An expanding European bank is seeking a graduate with strong credit and marketing skills to be responsible for marketing a broad range of banking and treasury products to UK corporates. You will be expected to increase the client portfolio and work on your own initiative in this high profile role which will afford you the opportunity to rapidly progress your career. Ref: 131395/sa

For further information on these or many other similar opportunities please contact

MANAGEMENT PERSONNEL
25 City Road, London EC1Y 1AA
Tel: 01 256 5041 (24 hours)
Fax: 01 374 8848

Management Personnel
RECRUITMENT SOLUTIONS
LONDON • GUILDFORD • ST. ALBANS • WINDSOR
NEWBURY • BRISTOL • CAMBRIDGE

SANWA INTERNATIONAL LIMITED

Sanwa International Limited is the London based merchant banking arm of The Sanwa Bank, Limited, the world's fifth largest bank in terms of total assets. Continued rapid expansion of the capital markets operation has led to the creation of the following new positions.

U.K. & EUROPEAN MARKETING:

Vacancies exist for credit trained relationship managers with at least 2-3 years experience of marketing debt products. Established contacts with a wide range of top corporate and bank names is essential. £ - Highly negotiable, depending upon experience.

SWAPS TRADING:

Swaps traders with 2-3 years experience and profitable track record, are required to join an expanding team. An outstanding, performance related, benefits package will be offered.

FINANCIAL ENGINEERING:

Two vacancies exist for highly numerate individuals with experience of structuring bond issues. £ - Highly competitive salary, full banking benefits and performance related bonus.

CREDIT ANALYSIS:

An individual with a formal credit training and 2-3 years practical experience analysing major European corporates. £ - Highly competitive package.

EUROBOND DOCUMENTATION:

Experienced in all aspects of Eurobond documentation, this position requires a flexible and co-operative individual, able to work closely with other team members. £ - Highly competitive package.

To apply for any of the above positions please send your detailed CV to:-

Clive Ashworth
Personnel Manager
Sanwa International Limited
P.O. Box 245, 1 Undershaft
London EC3A 8BR

DEPUTY GENERAL MANAGER International Bank

c. £70,000 + Banking Benefits

CITY
Our client is one of the largest Spanish banks, with an enviable reputation in their domestic market. They have maintained a representative presence in London for twenty years, but plans are now well advanced to open a London branch in 1990. The branch will form a key part of the bank's international strategic objectives, and will act as their UK arm.

In order to strengthen the initially small, but extremely experienced team which they are assembling, they require an experienced banker to join them as Deputy General Manager. Reporting to the General Manager, the position will play a key role in developing the bank's London presence, and will encompass all management aspects from organisation and control to marketing.

You must have extensive experience in London banking, probably gained in the London branch of an overseas bank, or with a major clearing bank in the City.

Touche Ross
3/4 Holborn Circus, London EC1N 2HR
Telephone: 01-353 7361

Assistant Director Fixed Income Sales

c £80,000 + Benefits

Our client, the securities subsidiary of a well known global institution, is looking to strengthen its highly rated fixed income sales team with the appointment of an Assistant Director as well as two experienced salesmen.

This is a challenging role for an ambitious candidate who thrives on responsibility and achievement. Successful candidates, in their mid-twenties to early thirties, will have had good work experience with a major

TP
Michael Page City
International Recruitment Consultants
London Paris Amsterdam Brussels Sydney

Mergers & Acquisitions Directors A.D.'s Managers

£50-200,000

You are successful, ambitious and talented and have already gained considerable expertise in M&A. You will have extensive experience of a wide range of transactions, both domestic and cross-border. You will undoubtedly be approached by 'headhunters'. Why, though, should you only consider one opportunity in isolation?

As experts in M&A recruitment, Michael Page City can offer you confidential, unbiased career advice and show you a wealth of

TP
Michael Page City
International Recruitment Consultants
London Paris Amsterdam Brussels Sydney

Treasury Controls Supervisor

Kensington

c£20k

Citibank is one of the largest financial organisations in the world. Our Individual Banking Group currently requires a Controls Supervisor for its Kensington based treasury operation. The transactions, low in number but heavy in weight, include money market and foreign exchange deals, plus Options, Swaps, FRAs, Forward Forwards and IRAs. Within each transaction there are strict internal regulations which have to be adhered to. Since this important role carries high monetary responsibilities, it's vital that you have at least 3-5 years' experience in treasury operations or internal audit. Your responsibilities will include monitoring credit limits, positions, exchange rates and confirmation procedures and, whilst a knowledge of these areas is desirable, full training will be given in areas of weakness. You'll need to work well as a member of a small team in a "hands on" environment. There will be times when your knowledge, personality and willingness to put your abilities under the spotlight will be all-important. However, your career prospects, as befits one of the world's largest and most diverse financial organisations, will be second to none. For these talents, you'll receive a salary of c£20k. You'll also enjoy preferential rates and a wide range of important company benefits.

To apply, write with full career and salary details to Mary Firth, Personnel Department, 7th Floor, Citibank, 364-366 Kensington High Street, London W14 8NS.

Citibank

Appointments
Advertising
For further
information

call
01-873 3000

Deirdre
McCarthy
ext 4177

Nicholas
Baker
ext 3351

Elizabeth
Arthur
ext 3694

Traded Equity Options

Sales

£ Excellent + City Benefits

UBS Phillips & Drew is one of the City's leading financial institutions and is respected as being a major player in traded equity options. As a result of our expansion programme we have a vacancy for a key individual to work in a small, successful sales team.

Ideally, you will be a graduate, in your early to mid twenties, numerate and with 1-2 years experience in traded equity options sales.

An excellent salary package will be offered including mortgage subsidy, company car and a range of benefits normally associated with a large international bank.

Please write, enclosing an up-to-date C.V. including salary progression to: Sally Mew, Personnel Manager, UBS Phillips & Drew, 100 Liverpool Street, London, EC2M 2RH.

UBS Phillips & Drew

Research as a marketing tool

We see research as an essential part of the marketing function. We are looking for a research analyst who is able to identify marketing opportunities to attract new business and who, together with account executives, will be involved in face-to-face client presentations. Naturally you need the skills of numeracy and literacy in order to collate and interpret information on market conditions.

Your background will be as a graduate with one years' formal research experience (ideally in a financial, commodities, metals or mining finance environment). This post represents an ideal opportunity to develop your career within the futures industry.

Rudolf Wolff's core business is that of a Ring Dealing Member of the London Metal Exchange, of which we were a founder member in 1877. As a dealer we make markets in LME traded metals which provides the base from which to offer a professional broking service to our clients in the mining and metals industries all over the world.

We offer a competitive salary and an excellent executive benefits package.

For further information, please telephone Michael Moran, Human Resources Manager on 01-626 8765 or write to him at Rudolf Wolff & Co Ltd, 2nd Floor, D Section, Plantation House, 31-35 Fenchurch Street, London EC3M 3DX.

Rudolf Wolff

Jonathan Wren Leasing

OPERATING LEASE EXECUTIVES

Basic Salary £20-25,000 plus bonus up to 100%

The rapidly expanding UK subsidiary of a major US institution is currently seeking a first class individual, aged 23-35, to join their highly successful team of sales executives.

The following criteria are considered essential:-

1. At least 3 years sales experience gained within a bank backed or major independent leasing company.
2. Comprehensive exposure to a wide range of leasing products including a working knowledge of operating leases.
3. The dedication and enthusiasm to achieve within an organisation where reward is commensurate with performance.

For further information please call
Sarah Stone or Keith Snow on 01-623 1266

LONDON HONG KONG MIDDLE EAST SINGAPORE SYDNEY

Jonathan Wren
Recruitment Consultants
No. 1 New Street, (off Bishopsgate), London EC2M 4TP
Telephone: 01-623 1266 Fax: 01-626 5258

Copenhagen HandelsBank London Branch

We are looking for two credit analysts to work in a small credit section which liaises closely with Marketing Officers, but reports independently to the Credit Committee. The successful candidate for the senior position will probably have four or more years' experience and be able to evaluate a wide range of credits, including large and small industrial and financial companies. The candidate for the other position may have less experience, but should also be very proficient. Candidates will, of course, be familiar with computer based spreading and financial projection techniques.

An attractive remuneration package is offered commensurate with your experience and skills.

Applications in writing, with CV, to The Personnel Manager, Copenhagen Handelsbank A/S, 18 Cannon Street, London EC4M 6GB.

COMPLIANCE MANAGERS

c.£22,000

The Financial Services Act has resulted in significant changes within the sector and important new compliance responsibilities for Building Societies.

The Leeds has reacted positively to this challenge, and is now seeking three Compliance Managers to strengthen the existing team.

The first position will have specific responsibility for the Society and our estate agency subsidiary, Property Leeds. The second will act for our independent subsidiary company, Leeds Permanent Financial Planning Ltd. The third post will deal with compliance in the Treasury/Pensions area.

Reporting to the Secretary and Compliance Officer you will be responsible for further developing the function, ensuring the requirements of the Act are met and keeping up to date with the changes. As part of a team, you will be required to manage the day to day compliance activities, carrying out compliance audits in conjunction with our internal auditors, assessing advice given to customers, reviewing procedures and staff training and providing reports to management.

For posts 1 and 2 you should be an experienced professional within the insurance industry with relevant qualification (ACII or equivalent). For post 3 a financial services background is essential together with a sound knowledge of SIB rules. Excellent communication skills, initiative and self-motivation are important pre-requisites for all posts.

The rewards, as you would expect, are first class and include a competitive salary, car, concessionary mortgage, pension and life assurance schemes. We believe in investing in our staff in order to meet the challenges ahead so your personal development and career enhancement is likely to be significant.

Interested applicants should apply in writing specifying which position they are interested in, enclosing full CV to:

Mary Kearney,
Personnel Officer,
Leeds Permanent Building Society,
Permanent House,
The Headrow,
Leeds LS1 1NS

**the
Leeds**

LEEDS PERMANENT BUILDING SOCIETY
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FINANCIAL FUTURES & OPTIONS / FOREIGN EXCHANGE / BULLION / WHOLESALE & RETAIL COMMODITY BROKERAGE

Gerald Limited, the London arm of the long established Gerald Group, which maintains principal offices in London, New York, Chicago and Tokyo and full clearing memberships on all major commodity exchanges in these centres, are expanding their financial services base here in London.

Gerald Limited in London has a staff of approximately 100 and a total worldwide staff of 300, with individually structured worldwide units in base metals, financial futures, foreign exchange, bullion, energy futures, retail and wholesale brokerage. Each member of these units act in tandem on a worldwide basis. In the course of the expansion of these specialised business units we have opportunities available for experienced brokers and traders in each of the above mentioned categories.

Applicants should demonstrate a willingness to work within a specialist team and show a sound knowledge of their respective areas of business, be assertive, creative, highly organised, and possess a willingness to join an already aggressive and highly motivated team of professional traders and brokers. They should also be able to demonstrate an ability to generate sound and profitable business.

Remuneration will be salary and incentive based, a generous benefit package available to the successful applicants.

Interested parties should address written applications to:

GERALD LIMITED

UNIVERSITY OF WARWICK
DIRECTOR SCIP/MSP
c £35,000

The Schools Curriculum Industry Partnership (SCIP) and the Mini-Enterprise In Schools Project (MESP) will merge on 1 January 1990 to form a new organisation dedicated to the development of schools-industry collaboration, particularly in the context of the National Curriculum.

SCIP/MESP is based within the University of Warwick's Centre for Education and Industry which is now the largest organisation in the UK engaged in research, teaching and consultancy on partnership between education and industry.

The University is seeking to appoint a Director to lead the SCIP/MESP team, to implement policies agreed with the Advisory Board, and to be responsible for developing effective marketing, financial and quality control procedures.

Candidates should have substantial experience at senior management level in business and education; the personal qualities needed to represent the organisation at national level and a strong personal commitment to the development of education-industry partnerships. Appointment may be on an initial fixed term contract of three years, or on secondment from business or education for a similar period.

Salary in the Academic Related Grade 6 (professional equivalent) range.

Application forms and further particulars from the Personnel Office, University of Warwick, Coventry CV4 7AL (0203 522027) quoting Ref No 14/29/89 (please mark clearly on envelope). Closing date for applications 8 December 1989.

AN EQUAL OPPORTUNITIES EMPLOYER

U.S. INSTITUTIONAL SALESMAN Required for Established, Specialist Firm

Comings International, the London based affiliate of Comings & Co, wishes to appoint an experienced U.S. Institutional Salesman to expand its marketing to U.K. clients. Comings and Co. is widely recognised as the leading information source on the U.S. insurance market.

You will be able to show a record of selling ideas driven fundamental research, will be self-motivated and interested in becoming a shareholder in a rapidly expanding company.

We will provide an enjoyable work environment, great growth prospects and the opportunity to join a small team of highly talented people.

Please call Andrew Oliver or Michael Wyman Gifford on 01-236 9322 or write to either of them at:

Comings International, Gate House, 1 Farringdon Street, London EC4M 7LH

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Write to Box A1397, Financial Times, One Southwark Bridge, London SE1 9HL

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THE SWISS FEDERAL INSTITUTE OF TECHNOLOGY, LAUSANNE (EPFL)

has an opening for a

PROFESSOR OF TECHNOLOGY OF COMPOSITES AND POLYMERS

as its Department of Materials Science and Engineering.

Deadline for applications: 31 January 1990

Beginning of activity: open

Additional information may be obtained from:

Secrétariat général de l'Ecole Polytechnique Fédérale de Lausanne, CE-Ecublens, CH-1015 LAUSANNE, Switzerland.

PRIVATE CLIENT FUND MANAGER a unique opportunity

Thornhill is a privately owned investment management company specialising in the discretionary management of private clients' portfolios.

Our steady growth presents new opportunities for another experienced fund manager to join our team. First-class personal communication skills are essential and an interest in developing geographical responsibility would be advantageous.

This is an excellent opportunity for someone who will enjoy the challenges of client relationship management and welcome the opportunity of equity participation in due course.

Please call James Cave or Colin Chisholm on 01-251 6767

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28 St. John's Square, London EC1M 4AE
A member of the Financial Intermediaries Managers and Brokers Association

Finance Controller

LONDON, PACKAGE c£35,000 + CAR

This is a new role and a key appointment in the continuing development of this highly entrepreneurial, market-led, financial services group. Our client has established itself successfully in a niche market and has ambitious plans for continued growth.

Responsible for the full finance function, a key initial objective will be the consolidation and development of the accounting procedures and systems which may involve restructuring the department. In this hands-on role, you will give financial direction to the company, ensuring that sound financial controls and effective

systems are established and refined to meet current and future needs. You will be expected to participate in the strategic development of the group, which in the longer term is expected to lead to a Board appointment.

This unusually demanding appointment calls for a commercial Chartered Accountant who can support and contribute to fast moving initiatives whilst also providing essential controls and information of operating level. Probably in your early thirties, you should possess broad based financial skills and previous experience of senior line management ideally gained within insurance or more broadly

financial services. The ability to work with a demanding and exceptionally committed management team is essential.

Write in confidence, with CV including daytime telephone number and current remuneration to Ann Shepherd, Ref: AS 634, Coopers & Lybrand Executive Resourcing, Shelley House, 3 Noble Street, London EC2V 7DA.

Executive Resourcing Coopers & Lybrand

Our client is a highly successful international food group employing 2,700 people in Europe. The organisation is currently on the threshold of an exciting phase of expansion throughout Europe, combining new product development with an aggressive acquisition programme.

This planned growth has led to the need to recruit an International Human Resources Director to join the European Management Team based in Milan. The role of this high profile management team is to co-ordinate and control activities for all group and subsidiary companies so as to establish a high level of synergy and efficiency throughout the organisation. This is a new function within the group, and consequently represents an outstanding opportunity for a highly motivated individual to play a key role in a developing environment.

International Human Resources Director

Milan

The prime responsibility of the International Human Resources Director will be in the area of management development and training. He/she will be responsible for:

- * The development of a co-ordinated on-going "management by objectives" policy which will include performance reviews for middle and senior management throughout the organisation.
- * Recruiting certain key members of senior management and assimilating personnel recruited so that they fully absorb the culture of the company's demanding environment.
- * Creation of succession planning for senior positions, together with plotting on-going career development and human resource deployment so as to utilise staff in the best possible manner to increase efficiency.
- * Liaison with senior management and divisional heads to establish their needs and to develop the necessary training activities to meet these. The person will be expected to improve performance through quality training initiatives and to monitor, evaluate and report regularly on the effectiveness of all management training.
- * Development, implementation and control



Michael Page International

Management Selection Consultants
London Amsterdam Eindhoven Brussels Antwerp Paris Lyon Sydney Melbourne

Excellent package of compensation and benefits system.

* As part of the management team, the successful candidate will ensure the development and adaptation of an appropriate organisational structure which meets the present and future needs of the Group.

Aged 35-40, applicants will have gained extensive international experience in the above areas within a multinational organisation, ideally in a consumer goods environment. Fluency in English is essential and knowledge of Italian or French would be advantageous. The ability to adapt quickly to changing environments, plus the drive and motivation to relate to the company's ambitious plans are essential. He/she must also be prepared to travel within Europe.

An attractive remuneration package will be offered - this will include a substantial salary, annual bonus, company car, pension plan and appropriate relocation assistance. International schooling is available in the area.

To apply please write enclosing a full curriculum vitae in English to Jerry Wright, Michael Page International, 39-41 Parker Street, London WC2B 5LH. Telephone 01-831 2000. Interviews will be conducted throughout Europe.

FINANCE PARTNER DESIGNATE LLOYD'S MANAGING AND MEMBER'S AGENCY

POTENTIAL EQUITY PARTNERSHIP
CAR - BENEFITS - SALARY NEGOTIABLE

Our client is a long established, successful and expanding Managing and Member's Agency. The Agency needs an energetic and ambitious Chartered Accountant to take full responsibility for the Agency's accounting and finance functions.

This is a key position for the future development of the Agency. The successful candidate will have responsibility for all aspects of the Agency's accounting transactions including the preparation of management and statutory accounts, budgeting, forecasting and the financial review of new projects and expansion plans.

Applicants should be 30-45, preferably with extensive accounting experience in the Lloyd's environment and be computer literate. An attractive remuneration package is available to the successful applicant.

Please apply in writing with a comprehensive CV quoting reference AJK/FT/1 to Paula Manning.

Littlejohn Frazer, 2 Canary Wharf, London, E14 9SY
LITTLEJOHN FRAZER
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AUDITORS

The Audit Division of Westpac, based in their Sydney headquarters, is actively seeking talented auditors to fill a variety of positions in Australia and New Zealand.

Ideally you will have tertiary qualifications having majored in accounting, commerce, information systems or similar with professional qualifications. You will be aged 20-mid 30's with at least 3 years audit experience preferably within a banking or financial institution. Audit professionals from accounting or other commercial backgrounds

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Finance Director

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Substantial salary + benefits

Our client, Provincial Insurance plc, is a substantial privately-owned insurance company with 2000 staff, 33 offices in the UK, international subsidiaries and an impressive profit record from total net written premiums of nearly £300m per annum. They seek a Director and General Manager Finance, a Board appointment, reporting to the Managing Director. In addition to the finance function the appointee will play a major role in the strategic direction of the company.

Candidates must be of graduate calibre, qualified Accountants, preferably from a financial services background with commercial instinct and maturity gained from a senior financial role. Age is likely to be mid 30's to early 40's. A very attractive package will also include bonus, car, subsidised mortgage, pension, health cover and relocation expenses. This position is likely to be of interest to those already earning £40,000.

Please reply with career details, quoting reference BP440, to Tony Burden, Executive Appointments Limited, 18 Grosvenor Street, London W1X 9FD.



High Technology

YOUNG ACCOUNTANT

Central London

c£27,500 + car

The continuing growth of our client has made it one of the leading UK microelectronics companies with substantial international sales representing nearly 50% of its turnover. Already highly regarded for both its product development and marketing expertise, the company has developed and recently launched a new and exciting range of products likely to lead to further highly profitable and rapid expansion.

Working in a group accounting role supporting the Financial Director, the successful candidate will be involved in a broad range of tasks. Reviewing the activities and results of subsidiaries in the UK and overseas, he or she will collate, consolidate and present information. Preparing budgets and plans and participating in corporate strategy, the accountant will be involved in all aspects of this dynamic and entrepreneurial company.

In their mid to late 20s, applicants should be newly/recently qualified accountants from the profession or commerce. Good interpersonal and technical skills are required.

Please write, enclosing a career/salary history and daytime telephone number, to David Hogg FCA quoting reference H/881/F.

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This is a new and challenging appointment working alongside the General Manager, the main driving force behind the company's success and ambitious future growth plans: the role combines a direct responsibility for the finance function with indepth involvement in all commercial matters affecting the company.

The position demands a qualified accountant with a highly developed commercial approach to an fmnc manufacturing business. A first class appreciation of computerised systems is essential.

Future developments within the management structure, and the very nature of the role itself, will allow the successful candidate the opportunity to further their career into general management. A comprehensive benefits package is offered including generous relocation assistance.

Candidates should send a comprehensive c.v. or telephone for an application form to Howgate Sable & Partners, Arkwright House, Parsonage Gardens, Manchester, M3 2LE. Tel: 061-839 0069 quoting reference (FT.336C).

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An exciting and flexible package will be offered to the right candidate.

Please reply enclosing a CV to Box A1398 Financial Times,
One Southwark Bridge, London SE1 9HL.

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should also apply. A sound knowledge of computer systems will be a distinct advantage.

In addition to a first rate salary and a range of benefits befitting a major financial organisation, successful candidates will also receive full relocation and immigration assistance and a guaranteed invitation to a lifestyle that only Australia can offer.

To discuss your future in Australia, call Kirsteen Reed on 0378 77377. Alternatively you may mail or fax your CV to Hamilton Watts International, Hamilton House, 2 Station Road, Epping, Essex, CM16 4HA. Fax no. 0378 74933.

Please quote reference no. KRW/FT1611.

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ACCOUNTANT LONDON, W1

c£22,000 + Car + Benefits

Dynamic and expanding Video Company have a first class opportunity for a Finalist or Newly Qualified Accountant who is looking for a challenging environment in which to develop their commercial skills.

Reporting directly to the Financial Director you will have responsibility for the preparation of both financial and management accounts, computer installation and system development, all general accounts functions and ad-hoc projects.

If you are highly motivated and enjoy the challenge of an exciting and varied environment then this position will offer you a unique career opportunity within the exciting world of entertainment.

FINANCIAL DIRECTOR WITH PARTNERSHIP READING

c£28,000 + Car Negotiable.

With an extensive, established client base, this highly profitable group of young solicitors are looking to the future. To enable them to implement their radical ideas they need a Financial Director looking for a partnership position.

If you are qualified, profit orientated, an effective communicator, self-disciplined and an innovative individual with knowledge of solicitors accounts they would be interested in meeting you.

In return they can offer:

- * Partnership prospects
- * A high profile influential role
- * Responsibility in the planning of future expansion.

If you feel that a highly visible, decision making position should be your next career move, don't hesitate to make it today.

DON'T WAIT FOR 1992 EUROPE NEEDS YOU NOW!

Europe's Number One freight forwarding company need 2 dynamic accountants for their Corporate Audit Department.

Assistant Manager

c£25-27,000

A proactive role to plan and to administrate various departmental functions and review audit activities.

Audit Senior

c£23-25,000

Travelling to European outlets (75%) for 4-6 weeks conducting both systems based operational audits and overall ad hoc consultancy projects.

Your profile is likely to be age 24-32, able to speak French or German, qualified, self-motivated and with a strong personality to respond to this rewarding challenge.



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For further information
contact:
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EC3

To £28,000 + Benefits

The Association of Futures Brokers and Dealers Ltd is the Self Regulatory Organisation responsible for the UK Futures & Options industry.

An excellent opportunity now exists for an accountant or lawyer to join the compliance department, which is responsible for monitoring the 400 members of the Association. The work involves—

- * Frequent contact with member firms
- * Preparation of reports on specialising in commodities & financial futures
- * Special investigations of members at risk

Candidates should be qualified or have experience within commodities/financial futures sector with the ability to liaise effectively with people. A competitive package is offered with good career prospects.



FINANCIAL ACCOUNTANT

EC4

1st Class Package + Banking Bens

Our client, a progressive and established fund management company, committed to future growth and expansion is currently offering an opportunity for a qualified accountant to join their management team.

Specialising in accounting support for investment trusts, the main responsibilities include financial accounts and reports, and ad hoc statutory duties.

Ideally, applicants should be recently qualified and experience in financial services/fund management, although not essential is desirable.

Excellent prospects, a first class salary and full banking benefits are offered as well as the possibility of a company car.



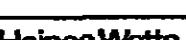
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Within the world of Finance Services, Skipton Building Society has an enviable growth record, based upon competitiveness and efficiency. The impressive growth of business has placed the control of our complex operational system at a premium. As a key member of our audit team, your analytical skills and in-depthness will make a major contribution to the maintenance of these systems at head office, within branches and subsidiary companies.

Career development projects are exceptional and are matched by a comprehensive salary and benefits package.



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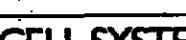
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Haines Watts is a name synonymous with entrepreneurial spirit and professionalism. Our aim is to fill the vacuum behind the 'Super League' firms by providing high quality service to our expanding client base.

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If you possess these qualities, career prospects are unlimited.



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£22,000

Now is the time to expand on your experience and develop your commercial skills within a progressive and challenging environment.

Cell Systems Ltd is a biotechnology company foremost in its field supplying products to the International Aquaculture and Specialty Chemical Market.

Working closely to day with the Managing Director this position requires a young, enthusiastic and self motivated ACA to control the entire finance function including systems implementation, as well as playing a key role in the development of business and product strategies.

You will be seeking to take on a key management position with broad scope in a young and rapidly growing company providing you with an ideal platform for professional development.

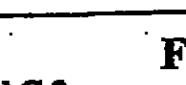


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Our client is the rapidly expanding subsidiary of an Italian company. They are suppliers of high quality office system furniture.

They are seeking to recruit a Financial Controller, reporting to the Managing Director, who will manage the financial, distribution, and administration functions.

The successful applicant will be a computer literate qualified accountant, probably with some experience in industry/commerce, who possesses strong interpersonal skills, and has the ability to manage a young dynamic team. Working closely with the Managing Director, you will be commercially aware, and expected to contribute to the development of the company.

A knowledge of Italian would be an advantage.

Please send your C.V. with salary history to Chris Carr, Fraser & Russell, Corporate Development Services, 4 London Wall Buildings, Bionfield Street, London, EC2M 5NT

Fraser & Russell

International Treasury & Control Manager

REEBOK is the World's premier supplier of sports footwear, with annual sales totalling nearly \$2 billion, and rising. The International Division, responsible for all markets outside North America, has unparalleled opportunities for future growth. To support this growth the Company needs an ambitious Treasury & Control Manager for a new key role in the international finance organisation.

REEBOK culture is very entrepreneurial and marketing-driven in an exciting and fascinating industry. The nature of the job demands a highly skilled individual capable of accepting substantial responsibility within a short time frame and comfortable in a dynamic, changing environment.

Reporting to the newly-appointed International Finance Director, you will work alongside the Controller and closely with International HQ. Management, six subsidiaries and US based professionals. Key responsibilities will include:

- development and maintenance of bank relationships
- foreign exchange management
- international tax planning

- cash and asset management
- managing investment in joint ventures
- business development appraisals

You should have a solid accounting background, including at least one year's treasury experience. Computer literacy is essential - experience of Lotus 1-2-3 would be advantageous. Commercially aware, you will enjoy working with a team of bright professionals in an environment driven by a strong marketing and customer service ethic.

This is an outstanding opportunity for a graduate A.C.A. in his or her late 20's to early 30's to make a major contribution to the continuing success of REEBOK. The successful candidate can look forward to an expanding career in treasury, with options to move at a later date into financial control or planning, or into a non-financial management position. The salary will be negotiable c. £28,000, + company car and an excellent range of benefits.

To apply, please write with a full c.v. and giving a day-time telephone number, to our advising consultant, DAVID KONRATH, 71 More Close, St. Paul's Court, London W14 9BN.



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ESSEX

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Specialist subsidiary of expanding service group plc, with £multi-million turnover, offers this senior position with total responsibility for all finance activity, the management of a large and skilled team of accounting professionals, and satisfying involvement with future strategy and direction. The dynamic environment is complemented by an excellent location and working conditions and will allow you to develop the skills necessary for your future directorship.

Ref: 58595

Contact the Manager: 19 Broadwalk
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Publicly quoted group of companies, with a £billion turnover, offers an outstanding opportunity to lead the finance function of an electronic manufacturing concern. The role includes the development of computerised accounting systems, financial planning, the reporting of performance to the holding company and direct involvement in all aspects of the business. A profit share scheme, pension and quality company car are included in the benefits package.

Ref: 57254
Contact the Manager: 148 High Street
Southend 0702 615371
Fax: 0702 619003

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accountancy

Financial Director Designate

FMCG Manufacturing

East Midlands - c. £40,000 + bonus, car etc.

Using traditional skills and craftsmanship my clients design, make and market top quality FMCG products for the United Kingdom and World markets. Using modern management tools and techniques they are taking this traditional business into the battleground of the 1990's in a harsh market attacked each year by growing world imports where cash flow management is the critical factor.

The current FD has been promoted to run the manufacturing division so they need a tough young accountant to change the 'credit and debit' practices of old into money management for the future using computerised systems, standardised costing methods and making cash control a priority.

The ideal candidates are graduate accountants aged under 35 capable of managing change in a multi-site batch production business. They should have exposure to costing, computerised systems and the management of accounting teams. An additional language would be useful, as would flotation experience as the Group plan to go public in three years.

Applicants should send CVs to Nigel Lilley at RL Consultants Limited, 14 Broomsleigh Street, London NW6 1QH by post or by fax (01-431 3683) in complete confidence.

DIRECTOR OF FINANCE

FMCG

c£43,000 + Excellent Benefits Package

between 30-40 with five years' commercial experience, preferably gained within a US company or an international FMCG group, you should possess proven man-management and communication skills in order to lead a highly committed team with overall responsibility for seventy staff.

In addition to the advertised salary, the benefits package includes a substantial bonus, fully expensed car and share option scheme.

Interested applicants should telephone Giles Daubeney on 01-437 0464 or write to him, enclosing a detailed CV, at the address below.

ROBERT • WALTERS • ASSOCIATES

RECRUITMENT CONSULTANTS
Queens House 1 Leicester Place London WC2H 7EP
Telephone: 01-437 0464

Financial Controller



Our client, an Irish group with diversified operations in the United States, requires a young finance professional to join its American management team. The Financial Controller will have the specific brief of developing and directing the financial operations of two young subsidiary companies.

The person appointed will be expected to quickly learn the business and become directly involved in accounting activities. This work will include responsibility for office computer systems and the implementation of a PC based accounting package. In addition, he or she will be asked to assist with group consolidations as well as special projects relating to acquisitions and methods of finance. It is expected that the Financial Controller will progress to the position of Chief Financial Officer within two to three years.

The person we are seeking must be hardworking and adaptable, capable of joining a young, dynamic team in a forward thinking and tough environment.

Probably aged 25-30, the person selected is likely to be a Chartered Accountant who has trained with an international practice. While some corporate finance or industry exposure would be an advantage, we primarily require an ambitious accountant with a good commercial perspective who possesses leadership ability.

The position, based on the East Coast, will afford ample social and recreational facilities. The remuneration package takes full account of both local living requirements and the importance of the position.

Candidates should send a detailed CV in confidence, quoting MCS 532, to Tom Yeaton,

Price Waterhouse
Executive Selection Consultants,
Gardiner House,
Wilton Place,
Dublin 2, Rep. of Ireland.

Price Waterhouse



MANAGER-INTERNAL AUDIT

Focus on Quality & Profitability

City

c.£30,000
+ Car

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PROBE
MANAGEMENT plc

A young and dynamic specialist division of an international financial services organisation, my client is in the forefront of a group-wide initiative towards 'total quality management'.

Working closely with divisional managing directors and group audit, this is a greenfield opportunity to establish a business audit function which will focus on quality and profitability in addition to the traditional audit controls. To meet the demands of this challenging role, you are likely to be a Chartered Accountant with a record of achievement either with a professional firm or from within the financial services sector. In addition to a high degree of self motivation, your interpersonal skills will be of the highest order, enabling you to develop effective working relationships with all levels of divisional personnel.

Opportunities for personal and professional advancement both within the division and the group company, are excellent.

To apply, please write enclosing a full CV and salary history to:

Jeremy Lancaster,

PROBE EXECUTIVE SELECTION

15 Artillery Passage, Bishopsgate, London E1 7DL

Or telephone on 01-377 5759 for an informal discussion.

GROUP ACCOUNTANT

Up to £25,000+Car+Benefits Midlands Based

This is an outstanding opportunity to join the Head-Office team of a substantial public Group with a successful growth record and a wide range of business interests worldwide. The Group is committed to continued expansion, both through acquisition and organic growth.

To assume a key role in this ongoing strategic development, a recently qualified Accountant is to be appointed, to report to the Group Financial Controller. Prime responsibilities will include:

- using the most modern information technology, the development, control and maintenance of the Group's Management Information System;
- to undertake specific project work as instructed relating to capital spend and business review. This may, from time to time, involve work on potential acquisitions;
- the preparation of budgets and statutory accounts using micro computer systems.

Prospects for further advancement into a more senior management role are excellent and the position will therefore suit an exceptionally able young Accountant, with sufficiently well-developed communication skills and personal maturity, to allow for liaison at all levels of management. A progressive salary and benefit package will be offered. Please apply in writing with full career and salary history details, quoting reference B/238/89 to Louisa Chapman.

KPMG Peat Marwick McLintock

Executive Selection
Peat House, 2 Cornwall Street, Birmingham B3 2DL.

European Finance And Tax Manager

Blue-Chip International
Group

Central London

c £26,000, Car

This highly successful Group is a major international force in packaging and printing. A newly created role offers an excellent career opportunity within a UK Head Office environment. Reporting to the European Finance Director you will be responsible for tax compliance and assistance with tax planning of the UK and European Group companies. Additionally, you will be involved with the financial management and reporting of the Group's results in relation to the Head Office location as well as carrying out a variety of ad hoc projects. Candidates aged 24-28 will be graduate Chartered Accountants with PQE. A sound understanding of UK/European taxation is essential. You should also have the ability and desire to seek more general financial management opportunities that will be available within the Group at operating company level outside London.

Male or female candidates should submit in confidence a comprehensive c.v. or telephone for a Personal History Form to, D. Pottier, Hoggett Bowers plc, 11-12 Queen Square, BRISTOL, BS1 4NT, 0272 298433, Fax: 0272 279714, quoting Ref: D16022/FT.

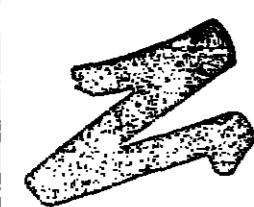
Hoggett Bowers

BIRMINGHAM, BRISTOL, CAMBRIDGE, CARDIFF, EDINBURGH, GLASGOW, LEEDS, LONDON, MANCHESTER,
NEWCASTLE, NOTTINGHAM, ST ALBANS, SHEFFIELD, WINDSOR and EUROPE.

A Member of Blue Arrow plc

An Opportunity to Influence European Management INTERNATIONAL GROWTH INDUSTRY

Young ACA



£28-35,000pa + car

French-owned and a world market leader, our client is a major force in Europe. Producing top-quality products for impressive blue-chip customers and boasting management and technical expertise second to none, the company is committed to long-term growth.

They are currently recruiting a Manager for a key department with a track record of exciting promotions. The present Manager is soon leaving to take up his new position as Controller in Spain and his predecessor is now in Turkey; if this is the kind of career path you are seeking, read on...

The company can offer a demanding, 'hands-on' role with plenty of travel and close contact with Senior Management in the different locations.

You will head-up and represent a small, high-profile team which:

• supports and advises local management in the UK and Europe with a view to improving the efficiency and effectiveness of each location.

F M S

Search and Selection Specialists
for
Financial Management

- ensures that financial and non-financial information is accurate and timely and that internal controls are implemented.

You will develop expertise while appraising business operations to enable you, also, to progress into a senior line role.

You will be confident, assertive and credible and will demonstrate an ability to lead and to take responsibility. You will require substantial supervision as you report direct to the US.

You will be based at the European headquarters in Bedfordshire and will be offered a generous relocation package, if appropriate, in addition to a very competitive salary.

If you would like to find out more about this exciting and unusual opportunity, please telephone Alexis Mayman on 01-991 3431 (0525 578780 evenings/weekends) or write to her at FMS, 14 Cork Street, London W1X 1PE.

FINANCIAL CONTROLLER

strengthening control... directing growth... pioneering change.

£28-35,000

+ Car

Central
London



FRONTENDS
SEARCH &
SELECTION
PARTNERS

With exciting new legislation affecting the healthcare market, our Client is poised on the brink of change. With revenue exceeding £100 million and possessing an impressive profile, it is constantly seeking new ways to develop its unique market position.

A Financial Controller is now required to influence the development of the finance function. With a total staff of 50, this newly established role will be crucial in determining the direction of change. Responsibilities will be wide and include planning and budgeting, performance monitoring, financial and management accounting and involvement in the development of a new computerised accounting system.

The role is likely to appeal to an experienced qualified Accountant (ACCA, ACMA, ACA or CIPFA), with commercial exposure gained in a large organisation at Chief Accountant or Controller level. Drive and ambition are more important than age. Good systems experience and the ability to demonstrate initiative are essential.

Please apply directly to Richard Carter at Robert Half, Freepost, Walter House, Bedford Street, 418 The Strand, London WC2R 0BR. Telephone: 01-836 3545, or evenings on 0344 865911. Alternatively, fax your details on 01-836 4942.

Financial Recruitment Specialists
London • Birmingham • Manchester • Bristol • Leeds • Brussels • USA • Canada

Financial Controller Venture Capital Company

London

c £32,000 + Car

portfolio company and fund performance.

- Database management.
- Administration of investments.
- Attendance at Fund board meetings.

This is an excellent opportunity for a bright, chartered accountant aged 27-32. Necessary qualities are an analytical mind, good interpersonal and presentation skills, and the ability to deal with concurrent projects.

If this role matches your own areas of interest and career profile to date please contact Diane Forrester, ACA on 01-831 2000 or write to her at

Michael Page Finance, 39-41 Parker Street,
London WC2B 5LH, enclosing a
comprehensive curriculum vitae, and
quoting reference 111.

Michael Page Finance

International Recruitment Consultants
London Bristol Windsor St Albans Leatherhead Birmingham Nottingham
Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide

Group Accountant Merchant Bank

City

to £35,000 + Car

Our client has, over a period of some 25 years, successfully developed niche activities in a range of merchant banking services, and the provision of long term capital to unquoted UK companies.

Working closely with the Board of Directors, with the prospect of appointment as Company Secretary at an early date, the position carries responsibility for:-

- Preparation of monthly and statutory accounts together with regulatory returns.
- Cash and treasury management.
- Supervision of accounting staff.
- Administration of the Executive Committee.

We seek a special individual aged 28-30, who is quietly ambitious and can show attention to detail whilst not losing sight of the wider perspective.

The rewards and career development make this a particularly attractive role for a qualified accountant making a second move after leaving public practice.

If your aspirations match our client's requirements please contact Diane Forrester ACA quoting reference 112, on 01-831 2000, or write to her at Michael Page Finance, 39-41 Parker Street, London WC2B 5LH.

Michael Page Finance

International Recruitment Consultants
London Bristol Windsor St Albans Leatherhead Birmingham Nottingham
Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide

Divisional Financial Controller

c.£65,000 + Car + Executive Benefits

This client is a very large, attractive, high profile, service sector organisation whose international markets combine long term growth with extremely keen competition.

They now wish to appoint a Financial Controller who will provide top level input in the largest operating division to the strategic development and ongoing control of the various sectors. Particular emphasis will be put on working with senior line management to provide better tools for managing the business more profitably; introducing tighter, action-oriented performance reports; and the development and evaluation of alternative ways of delivering high quality service to a diverse international customer base. Clear leadership to the sector financial controllers, and the development of the large finance team that support this role will be key in achieving these objectives.

A sharp intellect and good interpersonal skills are needed, together with previous experience at Financial Controller level in a keenly managed large scale international service industry or consumer marketing business. Location—West London.

Please apply in confidence quoting Ref L429 to—

Brian H Mason
Mason & Nurse Associates
1 Lancaster Place, Strand,
London WC2E 7EB.
Tel: 01-240 7805

Mason & Nurse
Selection & Search

FINANCE DIRECTOR

Tyne & Wear c.£30,000 + Car + Bonus + Pension + Health Scheme

An ambitious, qualified and experienced accountant is needed to join the board of this £16m turnover autonomous subsidiary of a diverse UK quoted group. A market leader, the company designs, manufactures and supplies a range of specialist, high quality products to an impressive customer base throughout the UK.

Highly entrepreneurial, the company has experienced substantial growth to date and is presently structuring to meet the next phase of its development. As part of a young and determined management team, the Finance Director will be responsible for:

Contributing to the strategic direction of the company
Establishing and implementing business plans and financial policy
On-going review of management information and financial control systems including I.T. requirements
Day to day operation of the finance function and production of management and statutory accounting information

You will ideally have experience of operating at a senior management level within an organisation encompassing Manufacture together with Sales and Marketing. Candidates must be able to command respect, enjoy the challenge of a tough commercial environment and feel comfortable participating as an active team member.

You will be called upon to demonstrate clear sighted judgement and effective communication skills combining commercial flair with the ability to relate to a Production environment.

This is an outstanding opportunity to join an energetic and commercially progressive company at an exciting stage in its growth and to play a key role in its future development.

For further information please contact Kevin Gordon, Regional Director, quoting ref. 89M/1270FT at Daniels Bates Partnership Ltd., 5th Floor, Sun Alliance House, 16 Albert Road, Middlesbrough, Cleveland TS1 1PR, or telephone him on (0642) 248111.

Daniels Bates Partnership
PROFESSIONAL RECRUITMENT

FINANCIAL CONTROLLER

London SW19 c. £30,000 + Car

Our client is Essanelle, Europe's leading operator of in-store hairdressing salons. The group has a presence in many of Europe's departmental stores, including 80 salons in the UK and 130 in Germany and employs some 4,000 people.

Our task is to assist in the recruitment of a financial controller able to play a key role in the development of the centralised financial and management services provided to the salons.

The financial controller, reporting to the group financial director, will be responsible for the development of the group's computer systems in the UK and Germany and for the UK accounting function. As a member of a small dynamic management team, the successful candidate will be expected to make a significant contribution to the future of the business.

The ideal candidate will be a qualified accountant, probably aged mid 20's to early 30's, with at least three years experience in a commercial environment and a sound practical knowledge of the use of computers in business. Career prospects are exceptional for a self starter with a strong commercial instinct. It is expected that the successful candidate will be capable of progressing into the senior levels of general management.

Please write in confidence, quoting reference 15627, with full career details and remuneration history to:

Martyr Clarke, Executive Selection Manager,
Moore Stephens Associates Limited, 1 Snow Hill, London EC1A 2DH.

MOORE STEPHENS ASSOCIATES
MANAGEMENT CONSULTANTS

Appointments Advertising

For further information

call
01-873 3000

Deirdre McCarthy
ext 4177

Nicholas
Baker
ext 3351

Elizabeth
Arthur
ext 3694

Audit Manager

c £35,000
+ benefits

London

With a turnover of £250m and employing over 4,000 people throughout the UK, J H Dewhurst Limited is Britain's largest personal service metal products retailer. The company is currently enhancing its operational structure to strengthen its position as market leader.

Working closely with the Finance Director and other senior executives, you will take a highly proactive role in developing the audit function. Key responsibilities will include designing a national audit plan, reviewing substantial systems development and controlling a professional, committed team.

You will be a Qualified Accountant, aged 35 or over, with substantial business orientated audit experience. A sound knowledge of systems and a commercial and practical approach

are essential. You must have a confident personality and the ability to make a positive impact in this demanding role. Excellent career prospects will give you the opportunity to move into a challenging operational role.

Please send full personal and career details in confidence to Mark Spickett, Executive Selection Group, Deloitte Haskins & Sells, PO Box 198, 26 Old Bailey, London EC4M 7PL, quoting reference 5313/FT on both envelope and letter.

**Deloitte
Haskins + Sells**
EXECUTIVE SELECTION

INTERNATIONAL TAX MANAGER

London
c £50,000
+ Benefits

Our client is a major international firm of Chartered Accountants whose current growth in multinational business now gives an opportunity for a high calibre manager to build his/her own niche department.

As well as giving international tax planning advice to a wide range of multinational clients, there will be the opportunity to become involved at an early stage and play an important role in the tax structuring of international business deals and projects.

Candidates aged 30-50 are likely to be graduate Chartered Accountants and/or members of the Institute of Taxation and may be currently with another chartered practice, a legal practice, an international company or the Inland Revenue. They should be able to demonstrate a high level of technical ability, originality of mind and well developed interpersonal skills. Future prospects are unlimited for the achiever.

For further information please contact D. E. Shribman or write to him at the address below.

HUDSON SHRIBMAN
VERNON HSE, SICILIAN AVE, LONDON WC1R 2DH. TEL: 01-831 2233
FINANCIAL RECRUITMENT

ARE YOU AN EXCITING ACCOUNTANT? £20-30,000

An extremely well-established firm of Chartered Accountants in the heart of the West End are looking for an erudite, young business innovator. There is a well established team of 40 who have great expansion plans in mind. This position will offer a Partnership to the applicant willing to go all out for building business. If relating to the public, and presenting proposals are amongst your forte please call Sharon or Jumoke on 01-734 0911.

Drake Personnel Recruitment Consultants

Financial Directors

To secure the best appointments at senior level needs more than good advice, accurate career objectives and succinct presentation. InterExec SMI not only provides career advice to successful executives but also the unique facility of our automatic Interexec system to bridge the critical gap between employer and the right job.

Interexec maintains a unique data base of over 6,000 unadvertised vacancies per annum, providing the only confidential Interexec® Service.

If you are considering a move or need a new challenge then telephone (01-930 5041) for an explanatory meeting without obligation.

Interexec SMI Plc
London House, 19 Charing Cross Road,
LONDON WC2H 0ES.

The service offered by Interexec is free and
can be used independently of the Consulting Service.

Senior Financial Managers

SOUTH BANK POLYTECHNIC Department of Business and Finance (Finance and Information Studies)

SENIOR LECTURER IN FINANCE

0.5 Fractional Appointment

£17,514 - £20,853 pro rata

(Pay award pending)

Applications are invited for the above post in the Department of Business and Finance (Division of Finance).

Candidates should have either a relevant degree and/or professional qualification. Possession of a higher degree would be an advantage.

An ability to teach at least one of the following subjects would be an advantage: Investment Analysis; Measurement of Business Income Accounting.

Application forms and further details are available from the Personnel Department, South Bank Polytechnic, Borough Road, London SE1 0AA. Tel: 01-622 3512 (answering service 9am to 5pm).

Please quote Ref. A/EH52/A
Closing date: 29 November 1989

An Equal Opportunities Employer.

**SOUTH BANK
POLYTECHNIC**

FINANCIAL CONTROLLER

c. £27,000

L. E. Galt

SEATS

Bankside

SEATS

Bankside

SEATS

Our Client is the UK based subsidiary of a North American interactive entertainments Group. The UK subsidiary controls all European business and is currently undergoing rapid growth.

Reporting to the Director of Finance and Operations, you will be a key member of the management team, expected to assume responsibility for managing the finance function and providing financial advice on the commercial aspects of its operations.

This role will provide a continuous challenge for an assertive Accountant with the experience and maturity to make a significant contribution to the continued development and expansion of European international activities.

Candidates will have experience of Systems Development and the implementation of strong financial controls, preferably in a sales or distribution environment, ideally within a US corporation.

Please apply directly to Frances McCutcheon at Robert Half, Freeport, Princess Beatrice House, Victoria Street, Windsor, Berks SL4 1YY. Telephone 0753 857777, or evenings on 0344 8866662. Alternatively, fax your details on 0753 821676.

Financial Recruitment Specialists
London • Birmingham • Windsor • Manchester • Bristol • Leeds
Brussels • USA • Canada



Financial Manager

LIFE ASSURANCE DIRECT SALES
To £35K + substantial bonus + car + benefits +
relocation (if appropriate).

Reporting to the Sales Director, main responsibilities will include:-

- Development and control of direct sales force accounting systems.
- Establishment of performance and financial reporting systems at all levels in the direct sales force operation.
- Participation in the management of new branch start-ups and in the development and maintenance of branch administration procedures.

Hambro Guardian, a dynamic new UK Life company, commenced trading in October 1988. A member of the Hambro Countrywide group and backed by Hambros plc, it is poised to break new ground in the financial services market place and expand its distribution with the launch of a Direct Sales Force early in 1990.

This important head office position needs to be filled in order to develop the support systems vital to the success of this new venture. Applicants should have a recognised accounting qualification backed up by considerable commercial experience, preferably gained in a *frontline role within a financial services organisation*.

This position will be based in Brentwood, Essex and offers a real opportunity for the right candidate to contribute to the development of an innovative new UK financial services organisation.

If you are interested in exploring this significant opportunity, please write enclosing your CV, to:-

Ken Romney FCA, Financial Controller
Hambro Guardian Assurance 41 Tower Hill London EC3N 4HA

Appointments Advertising

For further information

call
01-873 3000

Deirdre McCarthy
ext 4177

Nicholas
Baker
ext 3351

Elizabeth
Arthur
ext 3694

FINANCIAL TIMES
EUROPE'S BUSINESS NEWSPAPER

UK Divisional Tax Manager

£35,000 + Car + Exec. Bens.

possess strong interpersonal skills, and the ability to act with initiative and enthusiasm.

The role offers a considerable challenge for a tax professional to develop in a dynamic business environment. As the company continues to expand throughout Europe, the individual will, of necessity, be called upon to advise on increasingly complex tax issues. Details of salary and company benefits will be a matter of individual discussion at the final interview stage.

For further information regarding this outstanding opportunity, contact Graham King on 01-831 2000 (evenings/weekends on 01-556 6920) or write to him at Michael Page Taxation, 39-41 Parker Street, London WC2B 5LH.



Michael Page Taxation
International Recruitment Consultants

COMPANY NOTICES

GENCOR LIMITED

(Registered in the Republic of South Africa)
Company Registration No. 014122016

(Formerly General Billing Union Corporation Limited)

PAYMENT OF COUPON NO. 154

(Dividend No. 154)

HOLDERS OF SHARE WARRANTS TO BEARER will receive payment on or after 30 November 1989 at the rate of £2.61396p the amount declared per share, less 7.82203p being South African non-resident shareholders' tax of 10% against a surrender of Coupon No. 154.

Coupons must be deposited for FOUR CLEAR DAYS for inspection before payment will be made:-

In London : At the London Secretaries office of the Company
30 Ely Place, London, EC1N 6UA.

In Paris : At Credit Suisse, Zurich

In Switzerland : Union Bank of Switzerland, Zurich
Swiss Bank Corporation, Basle or
at any of their branches

Coupons belonging to holders resident in Great Britain and Northern Ireland will be paid as follows:-

Amount of dividend after deduction
of South African non-resident
shareholders' tax of 15% 44.72187

Less: United Kingdom Tax of 10%
on the Gross Amount of the
dividend of £2.61396p 5.26140

5.26140

Listing forms can be obtained on application to the London Secretaries.

per share, GENCOR (UK) LIMITED

London Secretaries

2 Ely Place

London EC1N 6UA

16 November 1989

NOTE: Under the double tax agreement between the United Kingdom and the Republic of South Africa, the South African non-resident shareholders' tax applicable to the dividend is allowable as a credit against the United Kingdom tax payable in respect of the dividend. The deduction of tax at the reduced rate of 10% per cent instead of at the basic rate of 25% per cent represents an allowance of credit at the rate of 15% per cent. The gross amount of the dividend received to be entitled by the individual shareholder on any return for income tax purposes is £2.61396p multiplied by the number of shares held.

Stockholm, 10 November 1989

A separate notice will be advertised on 1 December 1989.

FINANCE DIRECTOR

North London
c. £45,000, Car and Benefits

Our client is a significant and profitable UK bakery group supplying a range of high quality bread and patisserie products to the retail and catering sectors.

Our task is to assist in the recruitment of a finance director to play a key role in the further development of the group's activities.

The successful candidate will report directly to the chairman and be supported by financial controllers in each operating unit. As a member of the top management team, the finance director will be expected to make a major contribution in corporate planning in addition to ensuring that sound management information and financial control is exercised throughout the group.

The ideal candidate will be a computer-literate qualified accountant, aged mid 30's to mid 40's, with relevant experience in manufacturing and distribution. Strong inter-personal skills and an enthusiastic approach are essential.

The attractive remuneration package offered includes an appropriate executive car, BUPA, and non-contributory pension.

Please write in confidence, quoting reference 16880, with full career details and remuneration history to:

Norman Farrant, Director, Executive Selection Division,
Moore Stephens Associates Limited, 1 Snow Hill, London EC1A 2DH.

MOORE STEPHENS ASSOCIATES
MANAGEMENT CONSULTANTS

HEAD OF FINANCE

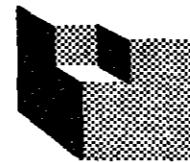
Essex To £32,000 + Car + Relocation

This newly created appointment is the senior accountancy role within an autonomous subsidiary of a blue chip group. The company is engaged in the manufacture, marketing and distribution of consumer goods and has a turnover in excess of £150m.

As a member of the general management team the successful candidate's primary responsibility will be the provision of strict financial control in a wide ranging and fast moving business. Particular emphasis is to be placed on timely monthly reports, systems development matters and meaningful management information.

Applications are invited from proactive, ambitious qualified accountants aged 32-45 who can demonstrate strong technical flair, experience of computer development and implementation, proven staff management ability and a record of achievement in substantial commercial organisations. This first class vacancy is both demanding and challenging and offers considerable scope for continued career development in a dynamic organisation which is enjoying profitable organic growth.

For further information please contact Malcolm J. Hudson.



HUDSON SHRIBMAN
VERNON HSE-SICILIAN AVE-LONDON WC1A 2DH Tel: 01-831 2323

FINANCIAL RECRUITMENT

A challenging management opportunity with a leading US corporation.

FINANCIAL CONTROLLER

SURREY

TO £35,000 + CAR + BONUS

This multinational corporation has worldwide sales in excess of \$2 billion and manufactures a range of speciality products. The role of market driven technology has been central in the organisation's development throughout the 1980's. A challenging opportunity has arisen within one of its UK manufacturing divisions.

Reporting directly to the USA, the position entails the management of all financial functions at a substantial site in Chessington. Major aspects of the role include responsibility for 30 staff; the implementation of new computerised systems; the provision of management information and budgetary control/standard costing; credit management; and advising on business performance and accounting policy. There will be scope for advancement either in the UK or overseas.

Success in the role demands broad management experience probably gained in a manufacturing environment. As a key member of a small management team strong leadership skills and the ability to communicate effectively are essential. Previous experience of US reporting would be advantageous. Candidates should be qualified accountants aged 30-45 with the above mentioned attributes.

For further details please telephone James Whelan on 01-549 3444 or 01-547 3671 (24 hours). Alternatively write to him enclosing a brief CV.

**JAMES WHELAN
SELECTION**

FINANCIAL RECRUITMENT CONSULTANCY

SURREY HOUSE, 34 EDEN STREET, KINGSTON UPON THAMES, SURREY KT1 1ER

**Country
Holidays
Company
Accountant**

To £22,000, Car

North East Lancs/
Yorks Border

**Hawgate
Sable**

Country Holidays leads its sector of the market from its base in Earby, providing superb standards of service to holidaymakers and property-owners alike by its highly trained, well organised staff and its sophisticated, computerised operating systems.

Reporting to the Joint Managing Director (Finance, Marketing and Admin), the role is to improve the company's financial systems and reporting arrangements by extending the coverage of DP systems throughout the company.

A qualified accountant, aged 24 to 35, with a commercial outlook and a good grip on the use of microcomputers in financial management - you will be determined to grow into the top financial management position in this fast-developing company. Accordingly, initial remuneration is generous and negotiable, and growth prospects are unlimited.

Candidates should send a comprehensive c.v. or telephone for an application form to Hawgate Sable & Partners, Arkwright House, Parsonage Gardens, Manchester, M3 2LE. Tel: 061-639 0089 quoting reference (FT.329E).

FINANCIAL CONTROLLER (DIRECTOR DESIGNATE)

Wembley

£26K + bonus + car

Our client, a division, (70 £M), of an acquisitive UK plc, manufactures and distributes both in the UK, but predominantly overseas, a unique range of printed products of innovative design. New product development continues apace. Owing to an internal promotion they seek an ambitious Financial Controller.

The appointee will be a qualified accountant, preferably CMA, aged 27-32 with sound financial, management and cost accounting experience gained within a manufacturing environment. Experience of systems development, business planning and people management is highly desirable. Personal characteristics sought include drive, enthusiasm and commitment.

For further details and an application form telephone Grahame (081) 300002 (24 hours) or write to Michael Page, 39-41 Parker Street, 31 Consultants Limited, 3 The Billings, Walnut Tree Close, Goldthorpe, S7 3LH quoting ref: PPP882.

31 Consultants Ltd



On
Saturday, 18th November

The Residential Property pages
of the Weekend FT will focus on:-

- * London, County and International Developments
- * Retirement Homes

For further details, please contact

Genevieve Marengi
on 01-873 4927
or 01-873 3000

ART GALLERIES

LEADER, 13 Old Bond St, W1, JULIAN SARROW, 52-53

RECENT PAINTINGS, Mon-Fri, 9.30-5.30

IN THE MATTER OF BOSTON PLC

AND

IN THE MATTER OF THE COMPANIES ACT

1986

NOTICE IS HEREBY GIVEN that the High Court of Justice, Chancery Division No. 08887 of 1988

IN THE MATTER OF BOSTON PLC

DATED THIS 14th DAY OF NOVEMBER 1989

BEFORE THE REGISTRAR OF COMPANIES ON

9th November 1989.

The Hong Kong and Shanghai Banking Corporation Ltd.

P.O. Box 315

Bankers Building

Grove Street

St. Helier, Jersey

CHANNON LTD

By Order of the Board of Directors

3rd November 1989

MAURICE O'BRIEN, Early English Watercolours, Nov. 1-24, 10-11, 24-25, 1-25, 2-26, 3-27, 4-28, 5-29, 6-30, 7-31, 8-32, 9-33, 10-34, 11-35, 12-36, 13-37, 14-38, 15-39, 16-40, 17-41, 18-42, 19-43, 20-44, 21-45, 22-46, 23-47, 24-48, 25-49, 26-50, 27-51, 28-52, 29-53, 30-54, 31-55, 32-56, 33-57, 34-58, 35-59, 36-60, 37-61, 38-62, 39-63, 40-64, 41-65, 42-66, 43-67, 44-68, 45-69, 46-70, 47-71, 48-72, 49-73, 50-74, 51-75, 52-76, 53-77, 54-78, 55-79, 56-80, 57-81, 58-82, 59-83, 60-84, 61-85, 62-86, 63-87, 64-88, 65-89, 66-90, 67-91, 68-92, 69-93, 70-94, 71-95, 72-96, 73-97, 74-98, 75-99, 76-100, 77-101, 78-102, 79-103, 80-104, 81-105, 82-106, 83-107, 84-108, 85-109, 86-110, 87-111, 88-112, 89-113, 90-114, 91-115, 92-116, 93-117, 94-118, 95-119, 96-120, 97-121, 98-122, 99-123, 100-124, 101-125, 102-126, 103-127, 104-128, 105-129, 106-130, 107-131, 108-132, 109-133, 110-134, 111-135, 112-136, 113-137,